

Sales Management

THE MAGAZINE OF MARKETING

Six Challenges for Sales Managers

By Dr. James F. Bender Page 36

- 1 *Spend the majority of your time with your salesmen.*
- 2 *Give up all "idiot work."*
- 3 *Hold great expectations for your salesmen.*
- 4 *Make democracy work on the job.*
- 5 *Set up and use an appraisal program.*
- 6 *Be a constructive critic.*

Owens-Corning Sells Fiberglas With Sound and with Fury

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A Time Saver List of Sources for Maps for Sales Executives

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FIFTY CENTS

A BILL BROTHERS PUBLICATION

MAY 1, 1955

WHAT'S GOING ON IN OKLAHOMA?

They're Building New Shopping Centers!

Oklahoma City has added 31 suburban shopping centers since 1950. More are being built and planned. No wonder Oklahoma City is the nation's fastest gaining market!

Oklahoma City led the nation in department store sales gains in 1954—and is still gaining in 1955! Total retail sales were up 4.6 percent.

Oklahoma City has gained 75,000 population since 1950. More than 25,000 new homes have been built and foundations are being laid now for thousands more.

Are you laying the foundations for more sales in this fast gaining market? Advertising in the Oklahoman and Times is the foundation for successful selling in Oklahoma.

THE DAILY OKLAHOMAN

**LARGEST SUNDAY
CIRCULATION IN THE
SOUTHWEST**

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

Published by
The Oklahoma Publishing Co.
The Farmer-Stockman
WKY Radio • WKY-TV
Represented by
Katz Agency, Inc.



Nowadays, F.O.B. means Family Out Buying

The day is long past when a car dealer can chalk up a sale with just a "nuts and bolts" story to the family breadwinner.

For the fact is, "togetherness" now rules the roost. Just check any showroom. While Pop has his head in the hood, Mom has her eye on the fabrics. While *he* talks horsepower, *she* tests power steering. And the low swing of that chariot aims to galvanize the younger generation.

And that's the way it goes whenever something new is

to be added—whether it's a car or a carpet, TV or settee, soup or soap or shaver. These days, buying comes down to a vote, and every voice is heard from.

Still—and solely—in the vanguard of this major change is McCALL'S. Every month, McCALL'S mirrors the "togetherness" of America's families—in working, in playing, in shopping. Small wonder more and more advertisers are turning to this magazine. For McCALL'S is one timely vehicle in which products are powered to go places!

McCall's



BIGGER pay checks, shorter working hours and an expanding discretionary spending power have reflected themselves most graphically in the leisure time activities of the average American. Naturally, this trend is escorted by big new sales opportunities in the field of recreation and hobbies.

A recent cross-cut survey of the big \$13 billion American Legion market asked some very pertinent questions about the spare time interests of our 2,700,000 Legionnaires and here are some of the things we found out:

FISHING is the favorite recreation of Legionnaires with 47.3% participants. The average value of their fishing gear is \$64 and they added \$22.25 worth during the last 12 months. They represent an active market, constantly on the alert for new, improved products.

HUNTING follows as a natural second choice for this veteran audience that became familiar with firearms during their years in military service. 40% of them hunt and have an average of \$167 wrapped up in equipment. They each spent \$52 for new gear and \$13 for ammunition during the past year.

PHOTOGRAPHY is an engrossing hobby for one-quarter of the Legion market and again they don't spare their dollars on equipment. The value of their permanent gear averages \$130 and in the last 12 months they each spent \$35 for new models and \$23 for film and flashbulbs.

Legionnaires also spend plenty of time and money on boating, woodworking, gardening, model building, do-it-yourself activities, etc. Tell them your advertising story in the pages of their own American Legion Magazine, the one sure way to reach this active buying market.

Activate your sales story through merchandising cooperation of 17,000 Legionnaire owned and operated retail outlets of The American Legion Magazine Retail Advisory Council. It all adds up to a "Dealer-Consumer-Advertiser" selling power offered by no other magazine.

THE AMERICAN LEGION MAGAZINE



720 Fifth Avenue, New York 19, N.Y.

Sales Management

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No. 17 of a Series
"Our Most Successful Campaign"

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By Alan Jones, Jones Dairy Farm

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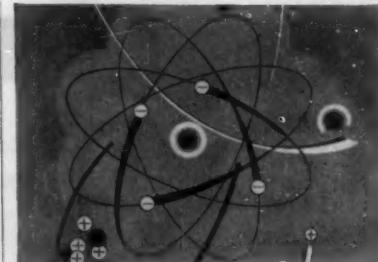
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Can You Imagine the NEW PRODUCTS Industrial Equipment News

will report in its next 22 years?

Take the electron for example . . . the tiniest thing in the world . . . it may well have the greatest future!

Since World War II electronics has grown into an \$8,000,000,000 industry. And it's just well started.

Here are some of the electronic developments already here or on the way according to General David Sarnoff, Chairman of the Board, Radio Corporation of America:

- ... light amplification
- ... tubeless, thin flat T.V. screens
- ... vision in the dark
- ... night driving without glare
- ... controls for extraction, fabrication, quality checking, transportation, storing, inventorying, accounting, billing, collection
- ... advances in health and life expectancy
- ... super-microscopes
- ... surgical and industrial T.V.
- ... new horizons in radar and astronomy

What a world to live in!

All progress breeds new products. All new products create product news. All industrial product news of consequence is reported in Industrial Equipment News.

Your ad in IEN is not as small as an electron. But an IEN ad, 3 1/4 by 4 3/4 inches, like the electron, demonstrates that a big result may come in a small package.

Details? Send for complete DATA FILE

Industrial Equipment News

Thomas Publishing Company

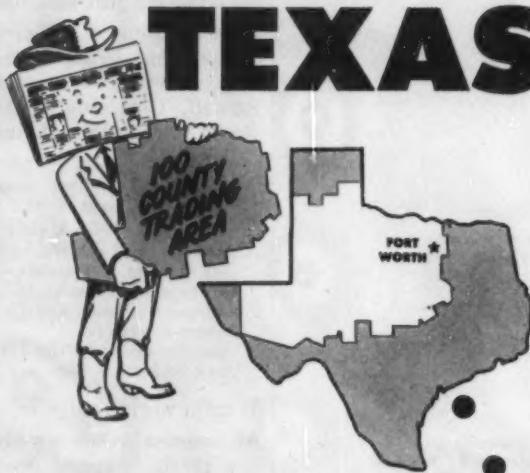
FOUNDED 1933

BPA 461 Eighth Avenue, New York 1, N.Y.

NEP ... Affiliated with Thomas Register



THE FORT WORTH STAR-TELEGRAM



*Circulation**
246,354

MORNING & EVENING

225,325

SUNDAY

*A.B.C. Publisher's Statement
Sept. 30, 1954

REACHING THE BUYING POWER
OF THE FORT WORTH AND
WEST TEXAS TRADING EMPIRE
... WITH AN ANNUAL EFFECTIVE
BUYING INCOME OF -
\$3,195,668,000

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR. President and National Advertising Director.

LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests—"Just A Good Newspaper"



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

EDITOR..... Philip Salisbury
EXECUTIVE EDITOR..... A. R. Hahn
MANAGING EDITOR..... John H. Caldwell
FEATURE EDITOR..... Lawrence M. Hughes
ASSOC. MANAGING EDITOR Philip L. Fetterman
ASS'T. MANAGING EDITOR Robert C. Nickolson
SENIOR ASSOCIATE EDITOR..... Alice B. Ecke
ASSOCIATE EDITORS..... Harry Woodward
Judith Recht
CHICAGO EDITOR..... David J. Atchison
WASHINGTON EDITOR..... Jerome Sheppard
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Ann Di Lello

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ASS'T. TO SALES MANAGER..... Caroline Cioffi
SALES PROM. MGR..... Christopher Anderson
ADVERTISING SERVICES
MANAGER..... Madeline Singletac
RECORDS & RESEARCH..... Ellen Kauff
PRODUCTION..... Patricia Simon
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NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): W. E. Dunsby, Wm.
McClennahan, Randy Brown, Jr., Gerald
T. O'Brien.
CHICAGO 1, ILL. (313 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.
SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR..... R. E. Smallwood
ASSISTANT DIRECTOR..... Edward S. Hoffman
SUBSCRIPTION MANAGER..... C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER..... Raymond Bill
GENERAL MANAGER..... Philip Salisbury
SALES MANAGER..... John W. Hartman
TREASURER..... Edward Lyman Bill
VICE PRESIDENTS..... C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is Incorporated
PROGRESS, is published semi-monthly on
the first and fifteenth, except in May, September
and November when it is published on the first,
tenth and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright May 1, 1955 by Sales Management, Inc.

Member



May 1, 1955

Volume 74

No. 9

SALES MANAGEMENT

BBDO Newsletter

1 "Quicknic"
 2 Tape Tricks
 3 Paper Plusses
 4 Flying High



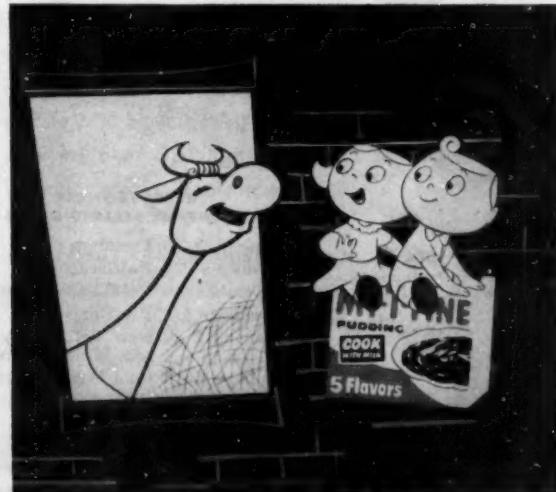
1 **Would you like** a good old-fashioned picnic without the old-time drudgery? Then, have a "Quicknic"—a quick-to-fix family picnic. Today, almost every picnic treat you can think of comes in cans or steel-topped containers. Created by U. S. Steel, the "Quicknic" idea breaks this June on TV, and July in *The Saturday Evening Post* and *McCall's*. Manufacturers and retailers coast to coast are tying in.



2 **When this colorful**, new Pennsylvania Dutch kitchen dispenser for "Scotch" Brand Cellophane Tape was introduced on Arthur Godfrey's morning CBS TV-Radio program, more than 300,000 dollar bills poured in. Dispenser boom had important "side effect"—stores reported considerable climb in sale of big rolls of "Scotch" Brand Tape to fill the popular new accessory. By BBDO Minneapolis.



3 **Today's value-conscious** buyer wants to know what he's getting for his money. Hammermill is out to tell him. Its new campaign, via BBDO Cleveland, shows businessmen exactly why Hammermill Bond *prints, types, looks* better. In leading business and consumer magazines, each ad features an extra-quality step in manufacturing that points up the basic theme, "... yet Hammermill costs no more."



4 **Cute youngsters** on a flying pudding box show televisioners why My-T-Fine is New York City's largest-selling pudding. Singing the new My-T-Fine song, and sailing from house to house, the kids find satisfied users everywhere. Even a cow moos a reminder that My-T-Fine pudding is a mighty fine way to serve milk. The commercial was recently saluted as one of the "best of the month" in *Advertising Age*.

BATTEN, BARTON, DURSTINE & OSBORN, INC. *Advertising*

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA

SPRING COLOR

*out of
the
NBC-TV
Spectacular
comes*



**RESERVE THESE
IMPORTANT SELLING DATES:**

September 11	Premiere
October 9	Fall Season
November 6	Pre-Thanksgiving
December 4	Pre-Christmas
January 1	New Year's Day and Winter Travel
January 29	Cold Weather Items
February 26	Pre-Spring, Lent
March 25	Pre-Easter
April 15	Spring Items
May 6	Pre-Mother's Day
June 10	Pre-Father's Day and Graduation
July 8	Summer Season
August 5	Summer Travel
September 2	Back to School

COLOR SPREAD

Now for the first time the excitement and power of the Spectaculars is within the budget of any national advertiser!

COLOR SPREAD, a new series of 90-minute color extravaganzas, will be introduced this fall and will be sold on a participation basis. It will be seen in the prime of prime evening time, 7:30-9:00 PM, NYT, approximately every fourth Sunday.

SPECTACULAR SCHEDULE: On COLOR SPREAD you will be able to place a full 90-second commercial immediately before every major merchandising event throughout the year. Note the key dates at the left, buy as many participations as you need—on the dates you need them most.

SPECTACULAR AUDIENCE: Based on the performance of the NBC Spectaculars this past season, an audience of over 30,000,000 viewers is expected for every COLOR SPREAD commercial.

SPECTACULAR SALES IMPACT: The Sunbeam Corporation reports that more than a million Sunbeam Fryers have been sold, at \$25 each, following its commercials on NBC-TV's Spectaculars. COLOR SPREAD is something that your salesmen can crow about. Its gigantic nation-wide promotion and publicity can be merchandised to the hilt.

Call your NBC representative while choice selling dates are still available.

exciting things are happening on

SPREAD

NBC
TELEVISION

Newspaper ad pulls best for industrial advertiser

Restrictions on the use of copper and its alloys were lifted last year for the first time since the start of the Korean war. The Copper and Brass Research Association wanted to get that word out fast to American industry.

How to do it? Advertising, naturally.

Working closely with Maubert St. Georges, Inc., New York advertising agency, full-page ads were planned for business publications, magazines... and The New York Times.

First ad in The Times was headlined "Plenty of copper... today and tomorrow." It said that "copper is in abundant supply and can be used without restrictions."

The same message ran in other publications on the schedule at about the same time. All ads contained a coupon offering a booklet and a U. S. Government report on copper supplies.

Here is the breakdown of the coupon return:

The New York Times	15.5%
Publication A*	15.0
Publication B*	12.0
Publication C*	11.0
Publication D*	7.0
Publication E*	4.0
Publication F*	2.0
Publication G*	1.0

*Names upon request.

Here's proof once again that advertising gets better results when it is aimed at the responsive New York Times audience. That's the main reason why experienced advertisers have made The New York Times first in advertising in the world's first market for 36 years.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

LETTERS TO THE EDITORS

DEFENDING TODAY'S SALESMEN

Our opinion of the salesmen who call on us is much higher than that expressed by the purchasing agents mentioned in your article, "Adventures in Selling—Industrial Purchasing Agents" (SM, Mar. 15, p. 126). We also feel that the majority of salesmen who call on us today are better trained and have more knowledge of their products, their competitors' products and our own requirements than were their counterparts a number of years ago.

We noticed specific mention of some companies that apparently did not do a good sales job. If I were in their shoes, I would appreciate getting the information but would resent very much getting it in such a manner. We have found similar situations with regard to some of our suppliers, but in most instances there were extenuating circumstances which explained their apparent poor showing.

K. R. Geist

Director of Purchases
Allis-Chalmers Mfg. Co.
Milwaukee, Wis.

WHAT IS GOOD SELLING?

A sales executive is probably always appraising the selling job that is directed toward him... I have reached the very interesting conclusion that I am unable to call to mind any outstanding selling job of major proportions I have been subjected to in the last year.

Upon further thought this is not such a startling conclusion, since one of the characteristics of outstanding selling is that it is unobtrusive and does not lead the buyer to feel that any hard selling is going on. Secondly, a man in my position is more apt to note and remember a bad job than a good one, and I could probably cite for your use some outstandingly poor selling jobs. Finally, the most important part of a good selling job is that both parties have gained by the transaction. When such is the case, I do not feel that I have been "sold." On the contrary I feel that a mutual understanding has been reached between the buyer and the seller, and that this understanding comprehends benefits for both parties.

David F. Austin

Executive Vice-President—Commercial
United States Steel Corp.
Pittsburgh, Pa.

THE SALES EXECUTIVE OF 1965

as seen by Studebaker-Packard:

I am certainly in complete agreement with Judson Sayre ("Sales Heads Should be Presidents, or at Very Least, Executive Vees!" SM, Apr. 1, p. 43) that the sales executive is more and more coming into the recognition he deserves. The erratic economic world affairs and the national economic pattern of the last 25 years have kept the spotlight shifted to production

and engineering until today there is not only a bad balance, but in the thinking of a great many, the sales executive is a forgotten man of industry.

With the increasing possibility that the nation is settling into a long-term high economic plateau, there is no doubt that distribution will become the most important industrial phase.

James J. Nance

President
Detroit, Mich.

and B. F. Goodrich:

I think the sales executive's importance will be the same as it is now—which is very great—but it will by no means overshadow the importance of manufacturing, financial or development executives.

J. R. Hoover

President
Cleveland, Ohio

BUSINESS MAGAZINE READERSHIP

Your recent editorial on business magazine readership in December and January ("Trends," SM, Mar. 15, p. 33) interested me very much, because I have just completed an analysis of the inquiry cards that have passed through our hands from our issues of those months.

Our January issues, 1954, stood first in volume of inquiry cards sent in, a fact that can be discounted to some extent by the curiosity value of a brand-new publication. (*The Contractor* is a twice-monthly tabloid covering the plumbing, heating and air-conditioning field). But December as a month stood fifth for the year, and the December 15 issue ranked fifth among 24 January 1955 inquiries from the two issues far exceeded any month in 1954, and our two February books beat January by about 5%.

So from now on any advertiser or agency that says "people don't read business books during the winter months" is going to get an argument from me, backed up by black-and-white figures. I'm sure that many other publications in the business field can report the same thing, and I hope your editorial is just the start of a campaign to combat this superstition.

Sherman F. Glendining

Advertising Manager
The Contractor
Walther Publishing Associates, Inc.
New York, N. Y.

WHOLESALE TRADING AREAS

I am writing you in regard to a problem that must plague every sales manager from time to time, considering the problems of distribution at the wholesale level. Just what constitutes any given wholesale trading center's true wholesale trading area? I wonder if you have ever found

SALES MANAGEMENT



Which salesman made an appointment in advance by Long Distance?

The one who's finding the customer's door is open, of course.

He pinned down his appointment by calling ahead—*Long Distance*. As a result he saved a long lobby wait. And he'll move promptly from this customer to the next.

Make it a habit, *always*, to telephone in advance for appointments. You save time. And many times an appointment call brings an *order*—saves a trip.

You can prove that this idea pays in your business. Why not try it and keep a record of the time and money you save?

LONG DISTANCE RATES ARE LOW

Here are some examples:

Baltimore to Philadelphia 55¢

Boston to Syracuse..... 90¢

Cincinnati to St. Louis . . . \$1.00

Detroit to Dallas \$1.70

Los Angeles to New York \$2.50

These are the *daytime* Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number. It's Twice as Fast.

BELL TELEPHONE SYSTEM



Let's get the picture straight about magazines

COVER

*in magazine advertising
you get more of it
with the HOME-EDITED MAGAZINE
of the Sunday newspaper*

Next time you want to put a sales tent over your strongest markets, try the Home-Edited week-end magazines distributed with newspapers.

They'll do it every time.

The reason is, of course, that these magazines don't just settle for reaching a fraction of their markets. They give you both top readership and top circulation.

They're the only magazines with saturation coverage of their markets.

No wonder magazine advertising at the local level pays such rich returns in sales.

Nearly everybody sees it, and everybody that sees it reads it. And you'll be surprised at how many do something about it. Ask any local merchant who's tried it.

THESE ARE 28 OF THE NEWSPAPERS PUBLISHING THEIR OWN HOME-EDITED MAGAZINES

Akron Beacon Journal
Atlanta Journal and Constitution
Baltimore Sun
Boston Globe
Buffalo Courier-Express
Chicago Daily News
Cincinnati Enquirer

Cleveland Plain Dealer
Columbia State
Columbus Dispatch
Denver Post
Detroit News
Houston Chronicle
Indianapolis Star

Louisville Courier-Journal
Milwaukee Journal
Newark News
New Orleans Times-Picayune
Pittsburgh Press
Portland Oregonian
Seattle Times

St. Louis Globe-Democrat
St. Louis Post-Dispatch
St. Paul Pioneer Press
Syracuse Post-Standard
Toledo Blade
Washington Star
Youngstown Vindicator

HANSOMELY PRODUCED IN ROTOGRAVURE FOR THE VARIOUS NEWSPAPERS BY THE FOLLOWING:

Art Gravure Corporation of Ohio, Cleveland . . . Art Gravure Corporation, New York City . . . Denver Post . . . Detroit Gravure Corporation . . . Neo Gravure Company, Chicago . . . Standard Gravure Corporation, Louisville . . . St. Louis Post-Dispatch.



in Akron

you get more coverage in the HOME-EDITED MAGAZINE

of the AKRON BEACON JOURNAL



AKRON in ACTION best describes local business activities when a well planned sales promotion appears in The Beacon Journal's Locally Edited Roto Magazine. And well it might be for such promotions reach more than 9 out of every 10 families living in this rich Metropolitan Area. No combination of nationally distributed magazines can offer such unduplicated family coverage.

Remember, only the Beacon Journal can reach 99.5% of Akron's buyers and bring them into Akron's marketing places. And, best of all, you reach them at one low cost.

THE OREGONIAN...



REACHES

MORE

WOMEN!

...with circulation leadership

Oregonian
Daily Lead
Over 2nd Paper

10,281 City Carrier Lead
7,001 ABC City Zone Lead
3,544 Retail Trading Zone Lead
40,848 Total Circulation Lead

...with advertising leadership

Oregonian
Leadership
Over 2nd Paper
Year: 1954

2,613,570 lines Retail Advertising Lead
1,219,097 lines General Advertising Lead
3,316,115 lines Classified Advertising Lead
7,148,782 lines Total Advertising Lead

THE Oregonian

PORLAND, OREGON

Largest Circulation in the Pacific Northwest
236,289 Daily • 294,216 Sunday

*Sources: ABC Publishers' statements for 6 mos. ending September 30, 1954.
Media Records total advertising, less AW, TW and Comics, 1954.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

LETTERS

a truly good definition or whether this becomes so "product specific" that a definition of a wholesale trading area must be spelled out product by product.

Jeff Funk

Manager, Domestic Trade Department
Los Angeles Chamber of Commerce
Los Angeles, Cal.

►In general, size of the area hinges on the character of the product involved. For perishable commodities such as food, the areas are smallest and in fact the food industry recognizes about 184 separate wholesale food trading areas. For drugs there are 84 so-called "primary" wholesale trading areas. At the other extreme there are many durable commodities which can be completely serviced out of the top dozen or so wholesaling centers.

BOUQUETS TO ICP

from Pacific Outdoor Advtg.

Congratulations. We have just finished reading the article, "The One Man in Twenty" (SM, Mar. 15, p. 36). It certainly is a wonderful article and a tribute to you, Mr. Souders (Charles E. Souders is general sales manager) and your fine organization. If more companies would follow your example, the sales profession would soon attract the youngsters out of college who today do not feel that it is the type of profession they want.

Tony Whan

Vice-President
Los Angeles, Cal.

from Westinghouse Electric Corp.

I have read the story of your sales training program with great interest, Mr. Souders. It alone justifies the expense of my 1955 subscription to SALES MANAGEMENT. Yours is the most enlightened point of view I have encountered.

H. L. Wiler

Manager, Sales Personnel Training
Consumers Products, Elec. Appl. Div.
Mansfield, O.

from the Norton Co.

In a few short years you have been able to develop a truly remarkable example of "the whole man concept." It certainly shows how a sales-minded management can build an outstanding marketing organization through effective and intelligent teamwork.

Stephen Smith

Supervisor
Worcester, Mass.

and from Minnesota Mining & Mfg.

Your recent article on the personnel development program of the International Cellucotton Products Co. is the finest I have ever read. I would like to order 30 reprints. Again, congratulations on a real contribution.

Jay L. Beecroft

Manager, Sales Training
St. Paul, Minn.

SALES MANAGEMENT

How to tell a customer where to go...

and make him like it !



WESTERN UNION "OPERATOR 25"

Your advertising arouses interest in your product. People want to buy it. But does your advertising also tell them where to go?

It will, if you use Western Union's "Operator 25"—now available in more than 20,000 communities, coast to coast. This service tells a prospect exactly where he can buy your product or service... whether you sell nationally or regionally, through one or several types of outlets.

BEST WAY TO BRIDGE A BIG GAP

All too often, national advertising leaves a big gap between the prospective buyer and the point of sale. You can't expect him to track down your product, store to store, refusing competitive brands till he finds yours. You and I know he won't do it—but when you use "Operator 25," he doesn't need to. You bridge that gap for him.

HERE'S HOW IT WORKS

In your advertising—publication, television, radio or other media—you include the phrase

"For the name of your nearest dealer, call Western Union by number and ask for Operator 25." Your customer sees it or hears it... often, with television, he does both.

When he calls, "Operator 25" gives the customer as many as 4 dealer names and addresses in his own neighborhood, town or nearby city. You can arrange more frequent mention of key dealers... can even, within limits, individualize your message to your prospect.



CALL "OPERATOR 25" FOR DETAILS

Here's the most practical way to prove to yourself how efficiently this service works. Just pick up your phone... call Western Union by number... ask for "Operator 25" and tell her you'd like more information on this practical, customer-directing operation. She'll send you our new "Operator 25" folder immediately.



dynamic influence
... the strategic



way to capture a market

When a market is made up of thousands, must you individually move every man in the group? Not if you use the right strategy!

Every business, industry, and trade has its leaders. Their actions and buying habits influence others. Sell the market leaders . . . and they will move the rest.

This is *dynamic influence*—the power of the leaders to move many . . . the strategic way to capture a market.

Chilton is read by the leaders

Advertisers gain by placing their sales messages where the best prospects see them—because they look for them!

Key to Chilton leadership is *quality control*—in circulation, in editorial, in research. Paid or controlled, Chilton uses the best method to put each publication in the hands of the best prospects. Chilton editors know their readers. They know what their readers need. They know what their readers *read*.

If it's Chilton it's right. If it's Chilton it's read—read by

the men of dynamic influence



CHESTNUT AND 56TH STREETS
PHILADELPHIA 39, PA.

N B P

THE IRON AGE

HARDWARE WORLD

AUTOMOTIVE INDUSTRIES

MOTOR AGE

HARDWARE AGE

DEPARTMENT STORE ECONOMIST

BOOT AND SHOE RECORDER

THE SPECTATOR

THE OPTICAL JOURNAL

THE JEWELERS' CIRCULAR-KEYSTONE

COMMERCIAL CAR JOURNAL

DISTRIBUTION AGE

He managed to

A typical example of the grand old American tradition of warm, friendly personal salesmanship—which Better Homes and Gardens has succeeded in recreating in a modern 4,000,000 circulation magazine.



stay quite a while



No WONDER it was big news in a town when the limner arrived.

This early American painter may have been far from a genius at the art of portraiture. (After all he merely daubed quick "likenesses" into face ovals left blank on previously prepared stock figures posed against stock backgrounds.) But he sure was a true genius at the art of salesmanship.

For so welcome did he make himself in those neat white houses in the tidy little New England towns that he managed to stay in one home for weeks—even months. Until he sold not just the whole family but the whole neighborhood on sitting for their portraits.

* * *

You see—he had a very special sales ability which—since it happens to be our special kind of sales ability—we'd like to chat about for a minute.

And that's the knack of making yourself such a part of the family, they respect you and the wares you have to sell.

In spite of the steady growth of Better Homes and Gardens to a mighty 4,000,000 ABC circulation, we've retained the special knack of being considered a trusted counsellor and Friend of the Family. BH&G families have a deep regard and abiding welcome for this magazine. They read it avidly, trust it implicitly, buy on its counsel.

They lend copies to relatives and friends, so that millions of copies do double and triple duty in neighborhoods throughout the land.

No wonder our advertisers continuously report amazing responses—both immediate and long-pull—to their messages in Better Homes and Gardens.

No wonder more and more advertisers—faced with increased competition and increased buyer resistance to any but the hardest, keenest advertising and sales effort—are making Better Homes and Gardens their No. 1 advertising medium.

They like a magazine that manages to stay a while—and in 4,000,000 homes.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

— one of the family —

4,000,000 copies strong

What else gets you retailer



In automotive, for example...

- *Last year, LOOK and its co-sponsors* set up 10-point safety-checks in 167 cities*
- *Last year, 672,583 cars were safety-checked in these community-wide programs*
- *Right now, 2,000,000 cars are being checked in 300 cities from coast to coast*

*National Safety Council and the Inter-Industry Highway Safety Committee

It's here this month—the biggest national safety-check in automotive history!

Within the next few weeks, LOOK magazine, in co-operation with the National Safety Council and the Inter-Industry Highway Safety Committee, will initiate 10-point community-wide safety-checks on more than two million cars in 300 cities all over the nation. Based on past experience, 25% of the cars will fail to pass inspection, with four out of five heading directly to local service outlets for repair . . . and the purchase of necessary parts.

LOOK advertisers have been notified in advance of the cities tying in. They've alerted their local dealers

response like

LOOK ?



Fashion retailers respond! No less than 100 leading department stores in 100 cities will feature LOOK's "Continental Wardrobe" promotion this Fall. Let us fill you in on all the facets of this hard-selling story.



Food retailers respond! 10,000 top food stores will pay for about a million lines of retail advertising tying in with LOOK's "Picnic Pickin's" promotion. And they will use LOOK's picnic display material, too.



Liquor retailers respond! Hundreds of smart liquor dealers will increase their Summer sales with LOOK's "Hot Weather Drinking" mailing pieces. These colorful folders feature LOOK-advertised brands exclusively. Want to know more?



Menswear retailers respond! This Fall, LOOK is going all out in its biggest back-to-school promotion yet. Here is a tremendous opportunity for the menswear advertiser to move even more goods during a peak season. Ask for all the exciting details.



Appliance retailers respond! Everything involved in cooking—from ranges to roasters, freezers to toasters—can get an added Autumn "push" from LOOK's "Be A Better Cook" promotion. It promises to be bigger than Mother's Day. Let's talk it over now.



Drug retailers respond! Next month, LOOK's Summertime promotion will have over 3,000 chain and independent drug stores featuring 41 LOOK-advertised brands. Proof again that LOOK generates more store-wide promotions than any other magazine.

to the sales opportunities offered by this promotion. They've made sure their products are featured in dealers' interior and window displays, and in retail ads. (One LOOK advertiser even used outdoor advertising in safety-check areas to tie in his product.) In short, LOOK advertisers are making this 10-point safety-check program really pay off.

• • •

If you want *your* advertising to pay off in retailer response, LOOK is the magazine for you. For full details, check with your LOOK representative, or write: Dick Harmel, Merchandising Manager, LOOK, 488 Madison Avenue, New York 22, N. Y.

LOOK

moves merchandise...FAST

THE HUMAN SIDE

Newark's First Consumer Analysis!

... first time in the Middle Atlantic area . . . by the accepted Consolidated Consumer Analysis method . . . for one of the top food markets . . . by one of the great food newspapers. Send for your copy now.

NEWARK NEWS

Evening and Sunday
Newark 1, New Jersey
O'Mara & Ormsbee



A Bird in the Hand . . . is not nearly so good as one that returns to the roost. Especially if said returnee has brought back a sales order. And most of these birds did. The gentleman telling the Air Express man about it is Seymour Kawaller.

Pigeons Girdle the Country: By Gosh, These Birds Sell!

The pigeon that used to come back bearing an olive branch has gotten hep to the times. Today he returns to the roost bearing—girdle orders!

These particular pigeons, owned by the Long Island Group For Racing Pigeons and the Greater New York Homing Pigeon Clubs, used to do such unimportant things as carry messages for the United Nations forces in Korea. But when Seymour I. Kawaller—v-p, Phantoms, a Division of Guild Foundations, Inc., New York, manufacturers of girdles and pantie-girdles—read about their return to civilian life, he decided to give them something to while away their time. He made order takers for girdles of the birds.

Last month Kawaller got Air Express Division of Railway Express Agency, Inc., to deliver 105 pigeons—all members of the Army Signal Corps pigeon company reserve—to 70 buyers in 60 cities with major stores that were not Phantoms' customers. Attached to each pigeon's leg was a cartridge containing an order blank and on the carrying case the admonishment not to dare release the bird in a room with open windows.

If the buyer liked the girdle which came with every bird, he, or she, then filled in the order blank, raised the window and sent the bird winging home. Well, sir, 80-odd birds made it home and more than 75% of the returnees bore signed order blanks! One pigeon winged



Alan Press, Traffic Manager of Screen Gems, Inc., TV subsidiary of Columbia Pictures Corp., tells:

"Why Rin Tin Tin is never late!"

"Every Thursday, kids are waiting for Rin Tin Tin in Miami, Fla., and Bay City, Mich., and fifty-three other cities. They'd be awfully disappointed if he didn't show up.

"How do we get him there? It's simple," says Alan Press.

"We ship him on film — by Air Express. We also meet rigid schedules for our other TV network shows: Ford Theater, Captain Midnight and Damon Runyon Theater. All

told, over 200 unbreakable dates to meet every week.

"Using Air Express *exclusively*, we've never missed a single show!"

"Yet, we save real money with Air Express. It costs \$3.78, for instance, on our typical 10-lb. shipment from New York to Bay City. It's the lowest of all — \$1.37 less than by the next lowest-priced air service."



Air Express

GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS ... division of RAILWAY EXPRESS AGENCY



DIRECT

ONE WAY

**STREET
TO THE
RADIO-
ELECTRONICS
MARKET!**

ONE WAY

**IRE DIRECTORY
ALONE PROVIDES
PRODUCT FACTS
ENGINEERS NEED!**

35,000 IRE members are the engineers who spark new developments in the fast-paced, fast-growing radio-electronics industry. To feed the fires of their creative thinking, they must have the latest facts. That's why they turn first to IRE DIRECTORY — a working encyclopedia of products, firms and men. This vital working information remains within arm's reach 365 days a year.

When it's packed with facts, your product catalog in IRE DIRECTORY "tells and sells" the men who specify and buy — the IRE radio-electronics engineer.

*1956 Edition closes June 15



The Institute of Radio Engineers
Advertising Department
1475 Broadway, New York 36, N. Y.

in from Chicago; another flew the order from Atlanta. They should get some sort of award for gallantry under fire.

Kawaller swears that he didn't really expect much in the way of orders. What he aimed for was publicity. And did his broadside hit the target?

The Associated Press picked up the story and sent it out to subscribers. *The New York Times* and the *New York Herald Tribune* gave it good space. On April 5th CBS News mentioned it on each of its hourly reports. And Barry Gray talked about the birds and the girdles for almost half an hour on WMCA. Clearly these were not dead pigeons.

The buyer for a large Memphis department store got so excited he sent a wire saying, "Released bird at 2:30. Let me know when it gets there." And the people at Phantoms were just as overwrought. They hung on the telephone to roosting headquarters for reports. There was great rejoicing when wires and calls came, as several did, from people who had picked up confused pigeons whose bumps of direction failed.

Filene's, in Boston, carried away with both bird and girdle, ordered five dozen. (Girdles, not birds.) Phantoms sold girdles practically by the hipload.

In the meantime the publicity was functioning. Feature stories appeared in nearly every city where the birds were sent.

How much did it all cost Phantoms? Well, hold your hats . . . The total cost was under \$500!

Christmas in April

Sam Ferber, an avid Dodger fan and *Esquire's* promotion manager, decided a couple of years ago that he was going to be sitting in the stadium at the Polo Grounds when Brooklyn and the Giants opened. He was, he was, he was! And to do it he bought some 350 seats, thus assuring himself of hip room.

That's the story some of Sam's waggish friends tell on him. Probably apocryphal. This year, for the second time, however, *Esquire* has staged its annual Christmas-in-April Party. The whole thing was managed by Sam again and he and *Esquire* had as their guests 300 advertising executives and 40 servicemen from St. Albans' Naval Hospital. Sam said the reason for the party was to remind busy ad men that now is the time to start planning Christmas advertising campaigns. (And as the publishers of a special Christmas gift issue, we say "amen.")

As Jerry Jontry, *Esky's* advertising manager, said between innings, "A clever Christmas cover doesn't cover a magazine's lack of Christmas editorial planning." He didn't exactly produce blank contracts but he intimated he happened to have a couple on him.

Anyway, the baseball party began at noon when nine busses, decorated with *Esquire* car cards, picked up the crowd of guests in front of the magazine's Madison Avenue offices. Everyone got an *Esky* booster button (the least the magazine could get out of the party, reasoned someone, was a little promotion) and a boxed lunch. The lunches were wrapped in Christmas paper, including sandwiches, apple pie, beer and coffee money, a bag of peanuts and a score card. The score card, mysteriously, contained the host's first pitch of the Christmas selling season.

Matter of fact, baseballs weren't the only thing that were "pitched" that day.

PREDICTION...

the **Viscount**
will change your
travel habits!

One Viscount flight will convince you that here is travel at its best . . . exceptionally fast, yet incomparably silent and smooth. Be among the first to enjoy this new concept in flight.

The Viscount — world's first turbo-prop airliner — will be serving Capital cities soon.



Powered by  ROLLS-ROYCE

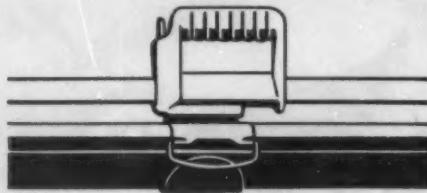
Capital
AIRLINES

SUIT BY HART SCHAFFNER & MARX

The Screen you asked for... the new **RADIANT** *Screenmaster*

Here is the Projection Screen that incorporates *all* the features requested by leading business, sales and industrial users of motion pictures and slides. The Screenmaster offers a brilliant reflective surface, amazing ease of setting-up and dismantling, rugged trouble-free construction, plus colorful streamlined design that enhances every showing.

New "FRICTION CLUTCH" CARRYING HANDLE

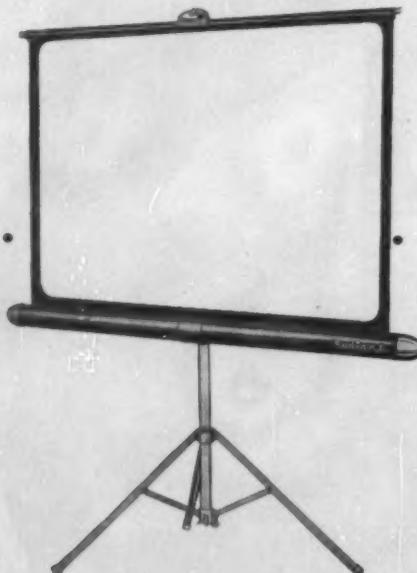


New grip fit handle for easier carrying . . . incorporates friction clutch with gliding action for instant adjustment of screen to any height. Illustration also shows, just below the handle the Screen Leveller for horizontal levelling of screen when floor is uneven.

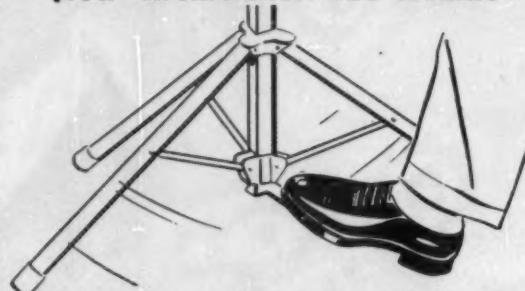
The World's Most Complete Line of Projection Screens

There is a Radiant screen for every need—Portable tripod models, Wall Screens, Ceiling Screens, Table Models, Lace and Grommet Screens—and the new wide screens in sizes from

30 inches to 30 feet! . . .



New "ATOM-ACTION" LEG OPENING



The Screenmaster offers a new sensitive trigger-type leg opening device. One touch of your toe—and POW!—all three legs spring into proper position. No stooping, no lifting, no sticking.

IMPROVED "Vyna-Flect" SCREEN FABRIC

The Screenmaster utilizes the newest development in beaded screen fabric. It's washable and mildew-proof—and gives you brilliant, contrasty pictures.



...Plus MANY OTHER FEATURES

Including added ruggedness, new leg lift-up tab, stronger cases, new finish and colors. Write for illustrated catalog and complete prices.

RADIANT

RADIANT MANUFACTURING CORP.

1242 SOUTH TALMAN AVENUE • CHICAGO 8, ILLINOIS



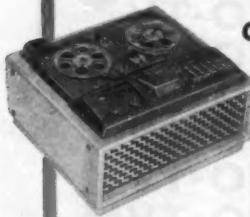
*"At Jantzen,
we depend on
AMPRO projectors"*

—Gloria Allen
Sales Training Director, Sportswear Divisions
Jantzen, Inc.

Vivid training films boost Jantzen sales, but tight travel schedules leave no room for equipment failures, rescheduled runs. Every showing *must* tell the story in fast and foolproof fashion, so on the road, Jantzen uses Ampro projectors. In the Jantzen plant, Ampro's brilliant screen image and faithful sound reproduction bring all the message of industrial training films to everyone who sees them.

Jantzen is one of the thousands of companies who use Ampro projectors . . . each one to tell a story, present an idea or solve a problem. Consider the many ways in which motion pictures can perform for *your* organization. Call your Ampro audio-visual dealer to arrange for a no-obligation demonstration of how Ampro projectors can serve your needs.

**Organizations Everywhere
Depend On
AMPRO TAPE RECORDERS
for a Multitude
of Business Uses**



Many Outstanding Features!

- two speeds for complete versatility
- automatic selection locator
- electro-magnetic "Piano-Key" controls
- electronic-eye recording level indicator



AMPRO...

A SUBSIDIARY OF GENERAL PRECISION EQUIPMENT CORPORATION

Free "Screen Adventures" booklet lists no-cost and low rental films you can use! 325 ideas for business, clubs, education. Mail coupon for your free copy now.

Ampro Corporation

2835 N. WESTERN AVENUE
CHICAGO 18, ILLINOIS



Gentlemen:

Without obligation, please send me a copy of "Screen Adventures," your picked list of 325 16mm films with synopses, running times and suggestions for use.

NAME _____

ORGANIZATION _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

Getting bigger and BIGGER!

BACK in March, 1954, when the Iowa Radio-Television Audience Survey was taken, 56.9% of all homes in this State had television sets — one-fourth of which had been purchased less than six months previously.

Today, we estimate that WHO-TV has coverage of a minimum of 302,000 sets in Central Iowa — owned by 566,300 city people, 545,100 rural people.

WHO-TV's Audience is getting bigger and bigger. Free & Peters have latest facts.



WHO-TV

Channel 13 • Des Moines • NBC



Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Free & Peters, Inc.
National Representatives

COMMENT

Problems of Young Presidents

"Building a Strategic Sales Program" and "How to Hold Better Company Meetings" were two of the seminar topics at the fifth annual meeting of the Young Presidents' Organization held in Phoenix, Ariz., not so long ago. Of the 17 topics covered in the seminar, seven were directly related to sales, including, besides those mentioned, "Building Sales Through Advertising" and "Financing Expansion: Buying Companies to Diversify Sales and Stabilize Earnings."

Seminar topics were selected as a result of a membership survey on the most important problems facing top executives today. The preponderance of sales subjects is another example of the close attention top management now pays to the development of sales. We think it is a healthy thing that the members of the Young Presidents' Organization so clearly recognize the importance of sales—especially today. This organization now numbers 800 members in 42 states and two provinces of Canada. All of them, before reaching age 39, became top executives of corporations with a minimum of \$1 million in annual sales.

This interest on the part of top executives in sales has been reflected in many ways. For example, more presidents and chairmen are subscribing to **SALES MANAGEMENT** than at any other time in our history. You feel it in the close attention your own management gives to the sales department. And our political leaders recognize that fine production facilities are meaningless unless products are sold and consumed.

An Underworked Sales Tool

Marketing research does not enjoy among manufacturers of industrial goods the acceptance it has commanded for years among companies producing for consumption by the general public. Throughout the years, though, industrial companies on the whole have seen the need for product research.

So we applaud the effort of the Council for Technological Advancement, an affiliate of the Machinery and Allied Products Institute, to create interest in marketing research. The Council has just issued a booklet, "A Guide for Capital Goods." Though written for the benefit of companies in the machine tool industry, it is an excellent sales tool which could be used handily by the sales executive in any industrial company to persuade fellow members of management to budget for marketing research.

The Council's classification of industrial products provides many companies a logical basis for grouping customers and prospects:

1. Major equipment: This classification includes major items of production equipment which are considered to be fixed assets. Examples are power transmission machinery, agricultural implements, earth-moving equipment, printing machinery, construction machinery, machine tools, textile machinery, air conditioning plants and similar items.

2. Accessory equipment: Included in this group are those items of equipment which supplement and facilitate the operation of major equipment, such as small tools, jigs, dies, gauges, small motors, press feeders, conveyors, etc.

3. Components: Component parts are those manufactured articles which are incorporated into the product without further processing.

If you work with sales quotas and advertising appropriations, you'll want to know

WHERE ALL THE MONEY IS and WHO'S GOT IT

Each year your subscription to **SALES MANAGEMENT** brings you the answers to this important question.* For example, the May 10, 1955 edition will give

TOTAL INCOME PER FAMILY INCOME PER CAPITA INCOME

for the nation, each geographic region, state, county, metropolitan county area and 1,565 cities. And it will

BREAK DOWN THE INCOME

to show for all these markets:
**% of Consumer Spending
Units and % of Net Income
in the following brackets**

\$0 - \$2,499
\$2,500 - \$3,999
\$4,000 - \$6,999
\$7,000 and over

*In 1955-56 manufacturers and advertisers will base more than \$200 Billion of Sales Quotas and Advertising Appropriations on the accuracy of the Survey data.

THINGS
CAN
ALWAYS
BE
BETTER!



You may not be another Samson. You don't have to be. Why not use the power of Hile-Damroth and staff.

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas — no obligation.

Name _____

Company _____

Address _____ City _____



HILE-DAMROTH, INC.
270 Park Ave., New York City
Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising



What makes a newspaper great?



Got a dull week-end in prospect? The Elmore, Minnesota, Saddle Club invites you out for a Goose Grab followed by a game of musical chairs on horseback. Bring your own goose.

Or maybe you'd prefer the 92nd annual *Stiftungsfest* at Young America, Minn. Nobody can quite explain what *stiftungsfest* is, but if Daryle Feldmeir says you will enjoy it, you probably will.

Feldmeir, conductor of the Minneapolis Sunday Tribune's "Your Week-end" column, is a man who cannot abide stay-at-homes and

stick-in-the-muds. He feels a compulsion to pry them loose, gas them up and get them out on the open road for a round of clambakes, lawn socials, centennial pageants and miscellaneous get-togethers scheduled throughout the 3½ state, 224-county area called the Upper Midwest.

A former church reporter of gregarious bent, Daryle Feldmeir is adept at nosing out small town doings and big town events that promise family fun. His weekly half-page in the Sunday Tribune's feature section is a combination bulletin board and social calendar that teems with things to do, places to go and sights to see in one of America's most fascinating and colorful regions.

Come *Kolacky Day* at Montgomery, Minn., thousands of Minneapolis Star and Tribune readers turn up to chomp Czechoslovakian pastry at Feldmeir's mouth-watering reminder. His nomination for Scenic Drive of the Week can create bumper-to-bumper traffic on some of the loneliest, loveliest stretches of back-

country road. And for those who stubbornly refuse to budge from the hearth and home, he makes things lively with tips on house repairs and how-to-do-its.

Like most of the unique features in the Minneapolis Star and Tribune, "Your Week-end" has grown from an editor's brainchild into a best-read column in the Upper Midwest's best-read newspapers . . . another example of the conscientious devotion to *all* of the interests of *all* readers which earns for the Minneapolis Star and Tribune the enthusiastic acceptance of one of the nation's largest newspaper audiences.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY • 485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

Representative of such goods are bearings, gears, fractional horsepower motors, valves and metal stampings.

4. Fabricating materials: These are goods upon which further processing takes place when they are incorporated into the final product. Examples are sheet steel and textile fabrics.

5. Operating supplies: This group includes those goods consumed in operating and maintaining the business, and which are charged against current operations. Illustrative are oils and greases, cotton waste, etc.

6. Process materials: These materials are characterized by the fact that they are manufactured goods which change form (usually chemically) during the process of production. Typical are the various chemicals used in industry.

7. Primary materials: This classification includes all industrial raw materials such as iron ore, coal and petroleum.

8. Containers and packaging materials: The function of this class is to protect and/or enhance the salability of the finished product. Examples are paper and cardboard containers, bottles, cans, boxes and such wrapping materials as paper, cellophane and metal foil.

9. Services: Essential to operation are such services as electricity, water, telephone, etc.

Establishment of formal market research can have implications far beyond the sales department. Investors are impressed by well managed companies. Strong product research is certainly one evidence of such a company. But strong product research, mated with strong marketing research, is evidence to investors that management recognizes that the decision is made in the market place.

His Toughest Sales Presentation

Bill M. is past 60, a star salesman who now is a vice-president of his firm. We asked him to tell us about his toughest sales presentation.

"Old thin lips," recalled Bill M., "listened to me for an hour and a half, and said, 'I'll let you know.'"

We suggested that the incident occurred many years ago when Bill M. was a young salesman and had not perfected his ability to overcome objections.

"On the contrary," said Bill M. "I made the presentation less than two years ago."

Then Bill M. made a surprising admission: "I still haven't sold that prospect."

"But," he declared, "I wouldn't let that prospect buy from me now!"

"I took my line," Bill M. went on, "to my prospect's biggest competitor, sold him, and now I'm helping him to grow into the most astute merchandiser of my products."

There are lessons for a salesman of any age and sales experience in Bill M.'s presentation.

It would have been easy for Bill to overlook the fact that he had met a challenge, which he regards as his toughest, so late in his selling career. Bill M. didn't need the commission from that sale—he didn't need the prestige of that account—he didn't need to admit failure. But the young salesman listening to Bill M. can see that a salesman always is challenged—and it is just as much fun to be resourceful at age 60 as at age 30.



* LOUISVILLE BELONGS ON ANY SUPPLEMENT SCHEDULE DID YOU KNOW?

Proof that advertisers are sold on newspaper supplements—more than 70% of the 100 leading national advertisers in 1954 used supplement advertising. Proof that supplement advertisers are sold on the Louisville Courier-Journal Magazine—in the ten-year period from 1944 to 1954, advertising lineage grew from 422,000 lines annually to 1,422,000. Send for your free copy of a new factual study of newspaper supplements. Write to Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE Courier-Journal SUNDAY MAGAZINE

Sunday Courier-Journal Circulation
383,238 • Member of The Locally-
Edited Group • Represented Nation-
ally by The Branhame Company.



"... all I did was suggest to the
boss that Clearsite Plastic Con-
tainers might solve our packaging
problem."

Sparkling - bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only $\frac{1}{6}$ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free
samples and
descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



talk about PETROLEUM WEEK

■ A McGRAW-HILL PUBLICATION

Brand New!

Where
barns
Goes from Here

11 Com-
pany's
for Share in Iran

The Out-
look for Octanes: Up

Pattern
for Future Utilization

How Com-
panies Are Getting Into Oil

What Mexico Means: Smackover in Texas?

Oil's Changing Role in Synthetic Rubber

New Oil Additive Cuts Down on Sludge

Using the
Problem of
S. Tarker
in the
Stable

in the
S. Tarker
Stable



advertiser acceptance!

Months before publication, Petroleum Week's back covers are gone, all four cycles, thirteen issues each.

Inside front covers are gone. Ditto.

Inside back covers are going—may be all sewed up by the time you read this.

Other premium positions are being reserved fast. Center spreads, page ones, pages opposite special features . . . all have been spoken for on most cycles.

This big demand for premium positions is overwhelming evidence of advertisers' acceptance of Petroleum Week. Yet you don't have to be a special-position advertiser to reap the special benefits of Petroleum Week's industry-wide, industry-deep circulation. For Petroleum Week's editorial format and flexible make-up combine to create heavy reader traffic from cover to cover.

Whichever position *you* prefer, you can be sure **your message in Petroleum Week will reach the men who matter in oil.**



You can cash in on oil men's intense interest in Petroleum Week. Your advertising message will develop extra impact, will gain added effectiveness through the cover-to-cover reader traffic created by this industry-wide, industry-deep new weekly! **Closing date for the first issue—July 8—is June 17.**

PETROLEUM WEEK

Cross  *Communications for Men Who Matter in Oil*



A McGRAW-HILL
PUBLICATION

330 West 42nd Street, New York 36, New York



**To sell more
where more is sold
it's FIRST 3 FIRST!**

To help you sell *more* where *more* is sold, First 3 Markets Group offers you the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities of the United States. And in these Sections the finest Rotogravure and Colorgravure reproduction assures you maximum package and product EYEidentification.

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HIGHER SALES COSTS, HIGHER PROFITS

Corporate earnings go up, up, up.

The rash of earnings reports now being issued for the first quarter are almost uniformly good reading. They are sending stock market averages to new highs. Look into the details of the earnings reports, where available, and you'll find an interesting trend:

Selling costs are going *up*.

Manufacturing costs are going *down*.

It never did make much sense to set arbitrary budgets, where sales and advertising expense was a fixed percentage, production a fixed percentage, of the gross income. We are not arguing that there shouldn't be any budgetary control. But budgets should be set in accordance with the task to be accomplished.

Take a hypothetical case. A company sells \$20 million at a sales-advertising expense of \$2 million, or 10%. The \$20 million doesn't represent saturation of the company's markets—it's largely a skimming-off of the cream. To get up to \$30 million requires harder selling or, to maintain the metaphor, getting down to the skimmed milk. The extra \$10 million in sales requires a sales expenditure of \$1.5 million, or 15%, which brings the *total* sales cost up to \$3.5 million, or 11.67%—but, since most of the fixed overhead was covered by the first \$20 million in sales, there is a higher profit efficiency in the next \$10 million. That, and utilization of modern, more automatic machinery will, in most cases, reduce unit production costs.

That's about what seems to be happening in American industry this year.

For example, the National Industrial Conference Board has made a survey of 125 manufacturing companies, comparing selling and distribution costs today as against five years ago. The Board finds that over this period marketing costs, as a percent of sales, increased significantly in 44 companies, more than three times the number reporting a decline. Queried on the outlook for 1955, cooperators in the survey reported as follows: One-third plan to boost their advertising expenditures as a percent of sales; one-sixth plan a decrease; one-half expect to maintain last year's ratio of expenditures to sales.

In 1954, the average spent by cooperating companies on selling and distribution activities was roughly 10% of sales. Of this amount, about 40% went for direct selling expenses, 24% for warehousing and delivery, 13% for advertising, and 23% for all other selling and distribution expenses.

The tremendous increase in new car sales this year is generated to a considerable extent by a more powerful advertising campaign. For the first quarter of the year the physical volume of car advertising ran 26% ahead of the 1953 rate, and the dollar volume percentage gain was even greater.

SELL HARD; AVOID OVER-OPTIMISM

Mr. Kiplinger doesn't like to be quoted without permission, but we're sure he will not mind our failure to query him about using this quote from a recent letter: "It paid off last year to avoid pessimism and not be panicked by the talk about a depression. It seems to us that it will pay off this year to avoid over-optimism." That is sound, despite these facts:

Both individuals and businesses are spending more freely. They are confident of the future and of their ability to make more money.

Roughly one-quarter of our families are headed by men and women who have little or no remembrance of the Great Depression of the '30's. They remember only the good years of the more recent past. Their spending is setting new records.

The industrial production index of the Federal Reserve Board for March has just been made public, and it is within one point of the record level of March 1953. That is gratifying enough in itself, but as George Shea points out in *The Wall Street Journal*, "We need to remember that in March 1953 the Korean war was still on. Perhaps the quickest way to measure what difference that made is to look at Federal cash outlays. In the first six months of 1953 those were at an annual rate of almost \$80 billion a year, whereas in the past 6 months the annual rate had fallen to \$66 billion. . . . Thus the fact that the economy as a whole is back to the old high actually means that *the civilian economy has risen to a new record by a substantial amount*."

Here are some of the reasons why increased expenditures for sales should pay off in higher earnings:

—The most comprehensive barometer of our total economic activity, Gross National Product, is placed at \$369 billion for the first quarter, a new high for the period, \$7 billion above the previous quarter, and \$13 billion above the corresponding 1954 period.

—The major steel producers are operating in excess of capacity without making any appreciable dent in order backlogs. Last month the industry turned down export business of over a half million tons.

—The barometric paper board industry—barometric because 70% of its product is converted into some form of packaging and therefore reflects the needs of almost every industry—has the largest volume of unfilled orders, 550,000 tons, on record.

—Another well regarded business index, long-distance telephone conversations, are at a record level, 12% above 1954.

—Employment showed a sharp rise in March; total civilian employment is in excess of 60.5 million.

—The generators of electricity set new high records each week. Output for the week ended April 9, on a seasonally adjusted basis, was 188.6% above the 1947-49 average.

—Construction contract awards broke all records in March. According to the F. W. Dodge Corp., they were 35% ahead of February, 40% ahead of March, 1954. Despite weakened farm prices, much bigger production with much less manpower has expanded the per capita cash income from farm marketings nearly six-fold in 15 years. Most farm communities report more farmer spending now than a year ago.

Farm equipment makers and dealers report sales gains averaging 25%.

These and other barometers would seem to add up to this: Sharpen sales planning. Go after business aggressively. But don't over-extend. There still are soft spots in the economy.

Your editor once had a boss who was an interesting combination of a progressive who was yet conservative. He was always going forward, but for every two forward steps he took one backward step while he surveyed the ground ahead, and tested his forward progress.

IT'S DIFFERENT IN BRITAIN

One reason the British have lasted so long and kept so healthy may be because they simply won't be hurried. Typical of their attitude toward life is an ad in *The Manchester Guardian* on men's suits, in which readers are told they may have a booklet "upon request, in due course."

The "in due course" contrasts with some of our commercials which urge folks—to rush—right now—to their favorite drug store—to pick up the giant economy size—while the supply still lasts—etc.

STATIC RETAIL ADVERTISING

Richard E. Snyder, in his "National Markets Analyst," forecasts 1955 retail sales by store types and also predicts their advertising expenditures. He finds that advertising as a percentage of sales has remained unchanged since 1948, with an average of 1.4% being spent for all types of retail advertising, including media advertising, publicity, promotion and even window trimming costs.

Those of our readers who have a cooperative advertising plan may be able to use Snyder's 1955 advertising expenditure forecasts as a tool for stepping up laggard retail promoters.

Here are the estimated percentages in major lines:

Grocery stores	0.8%
Drug stores	0.8
Men's clothing stores	2.7
Women's ready-to-wear stores	3.8
Shoe stores	2.4
Variety stores	0.5
Appliance-radio-TV dealers	2.5
Furniture stores	4.5
Jewelry stores	3.5
Sporting goods dealers	2.4
Hardware stores	1.2
Farm equipment dealers	0.8
Lumber and building materials dealers	0.6

PHILIP SALISBURY
Editor

Profile of the Good Salesman



A salesman is smart, not "smart-alecky" . . . personable but not "personal" except with good reason . . . aggressive but never offensive . . . considerate under any condition.

He may not know the word EMPATHY but practices its meaning by constantly asking himself, "What would I do if I were in my customer's place?"

Early in his career, he learns that he must keep his spirit up while his shoes wear down. He knows that it takes fewer muscles to smile than to frown . . . so he smiles even while wondering how he'll get along without the big order he missed.

He thinks of selling as a service, not merely a way to earn money. If necessary, he gives

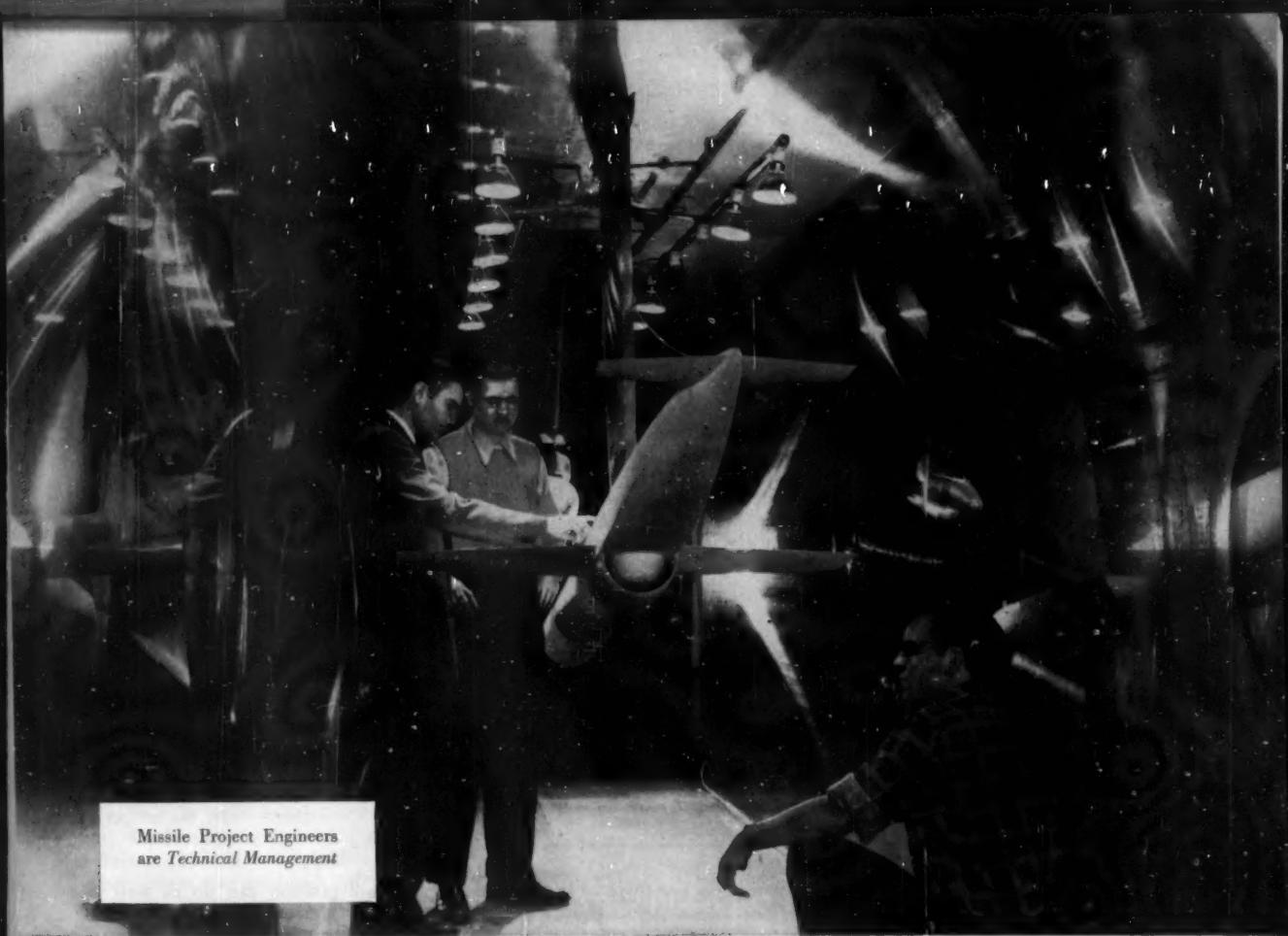
service long after the order is gone—sometimes when no new order is in sight. He isn't too proud to make a delivery or soil his hands learning the inside work that makes his job possible.

He CREATES sales by finding new markets, new applications, new tie-ins with other products—and often helps his customers sell the things he sold them.

His drive keeps the machines turning, the machinists at work. Without him, industry couldn't survive—except on a small scale.

You'll find some of these qualities in every salesman—all of them in the best salesman. He is a man we tip our hats to!

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**Technical Management Men
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Six Challenges for Sales Managers

BY JAMES F. BENDER
James F. Bender & Associates

To improve his job performance, every sales manager needs standards, convictions and workable ideals to challenge his executive ability. He must have such challenges to grow and to achieve.

If we were limited to six, what better challenges could we find for the present time than:

1. **Spend the majority of your time with your salesmen.**
2. **Give up all "idiot work."**
3. **Hold great expectations for your salesmen.**

4. **Make democracy work on the job.**
5. **Set up and use an appraisal program.**
6. **Be a constructive critic.**

The six challenges above involve attitudes and skills which successful sales managers are using. Therefore, to review them is timely. But before doing so, let us agree that "Sales Managers" refer to all sales executives—district sales managers, field sales managers, divisional sales managers—regardless of their title, whose chief responsibility is the direction and upgrading of salesmen.

1. **Spend the majority of your time with your salesmen.** If salesmen are a valuable company asset, they deserve a lot of direct attention from their manager. How much time? One of the largest chemical companies has this policy: "Sales managers should spend at least 50% of their time stimulating their salesmen."

A leading paper products company recently raised this allotment to 70%. Such sales managers spend their time with salesmen in their territories, writing them personal notes and memoranda, visiting them and their families, holding district or divisional meetings, working out personal appraisals with them, etc.

Other things being equal, the more time you spend with those you direct, the lower is your labor turnover, the higher morale and productivity. A wholesale drug company, whose stock is listed on the "Big Board," in 1953

lost roughly one-third of its salesmen.

The salesmen who quit (or were separated) gave as the most common reason for leaving the company, "not enough supervision." A characteristic reply is this one, "In the first year I was with the company, I saw my sales manager just once when we met in a hotel lobby for a couple of hours. I felt way out in left field. We never had a sales meeting. While I heard almost daily from the home office, the letters and bulletins were formal and cold. I never knew how I was making out on the job. I quit to go with a company that makes you feel a part of it."

Another company—its gross sales were \$150 million in 1954—a year ago assigned a sales supervisor to every 20 of its 200 salesmen. The supervisor's sole responsibility is to stimulate the salesmen, broaden their horizons, and help them to improve themselves. Each supervisor spends one day a month with each of his salesmen. The company is enthusiastic about the results: lower labor turnover, higher morale, greater sales. All this adds up to the recommendation for many—perhaps the majority of—sales managers: *Spend more time with your men.*

2. **Get rid of idiot work.** Idiot work is any task someone in a sub-

ordinate position can do as well as you can. A field sales manager, when first taking over his job, spent many hours each week reviewing the expense reports of his 190 salesmen. He soon discovered that it was idiot work. He gave this job to an assistant after they together set up standards for evaluating the expense reports. He said something like this: "You now have another responsibility. Go over these expense reports. Once a month let me have a memorandum on any expense reports that seem to be out of line, particularly those that you don't want to act upon." Within a few weeks the assistant was able to carry the supervision of the expense reports without bothering the sales manager at all.

Another sales manager — a temperamentally insecure type — insisted on proof-reading every bulletin and pamphlet before it was printed. There was at least one a day. When convinced that his secretary could do the job as well as, if not better than, he could, he shifted the task to her and thus saved himself a lot of time for more important things.

A third sales manager was bogged with correspondence. He did two things to free himself: (1) He doubled his silent reading rate in 10 coaching sessions; (2) he trained his secretary to write most of the replies.

Now, as he reads through the morning mail, he writes or dictates, "yes," "no," "form 2," etc., on the letters. These symbols give his secretary the cues she needs to follow through. He estimates that this procedure saves him an average of 10 hours a week.

Is there any more helpful exercise for a sales manager than to make a detailed inventory of the tasks he now performs? After doing so, he indicates those functions he can delegate. Then he delegates them, thus freeing his time for contacts with his salesmen.

Such a procedure is at once a test of efficiency and character. It is a test of efficiency because the results make for more time. It is a test of character because the results point to the kind of person he is.

So many of us act as though we underestimate our subordinates. We develop an I.C. (indispensability complex). We don't seem to have faith that brains are distributed outside our own heads.

Yet if we are patient enough to teach others to carry the responsibilities we do not need to bear we do several good deeds: (1) We free ourselves for more creative activities; (2) we develop the latent abilities of others; (3) we soon realize that while others may do things differently from us, the things get done—and often better.

3. Hold great expectations for your salesmen. Goethe once said, "When you take a man as you find him and do not expect anything too much of him, you leave him poorer than when you found him. But when you take the man and expect great things of him, you leave him richer than he was before."

An autocratic vice-president in charge of sales called together his divisional sales managers and home office executives. There were 20 of them. He berated them for having "moved" only 50,000 cases of a new product in the preceding 12 months.

Shortly after, these 20 executives were given training in conference leadership. The instructor began with an example. He put on the blackboard, "What must we do to move at least 100,000 cases in the next 12 months?"

At the end of two hours, the group had offered 52 specific suggestions.

In the afternoon, they classified the suggestions—according to sales policies, advertising, pricing, packaging, etc.—and prepared a report for the vice-president. When he received it, he exclaimed, "Why don't they let me know these things!" It

had to be pointed out to him that he never before invited their group thinking.

The next step was to send out the divisional sales managers with the assignment to hold similar conferences with their salesmen—to ask them for help. The result was that in the next year the company sold more than 100,000 cases.

Sales managers sometimes forget that salesmen are one of the best sources of information and guidance. They and their field supervisors are on the firing line daily. They have many valuable answers, if only top management asks for them.

Sales managers who rely on their salesmen for information, for suggestions, for guidance in helping to mold company sales policy are seldom disappointed with the results. And the morale of their salesmen is high. For it is the nature of most of us to respond to challenges that let loose our constructive thinking and efforts.

4. Make democracy work on the job. Great expectations thrive best in a democratic environment. But the

environment must be cultivated—from top management down. A divisional sales manager cannot get far in sharing his leadership with his salesmen if he is stymied by his top management.

Psychologists tell us that no job incentive is more stimulating to salesmen than "identification." Any policy that salesmen help to formulate becomes "their" policy. Their support of it is thus assured. The point is well illustrated by the experience of two competitors in the anthracite industry which, since World War II, has lost more than 30% of its market.

Neither company had ever had any formal sales training programs. Salesmen of both companies had for years used the Willy Loman approach—sold exclusively on friendship.

One company called its salesmen together. The vice-president in charge of sales said to them in effect, "Other industries have profited from sales training. We're going to have a sales training program." He then introduced the sales trainer who never got far because the salesmen resented

The CONSTRUCTIVE Mind

- 1.....builds.
- 2.....thinks in terms of the long pull as well as the short haul.
- 3.....believes in people and their potential growth.
- 4.....a sign of emotional stability.
- 5.....bespeaks insight and wisdom in human relations.
- 6.....associates with job competence.
- 7.....a sign of self-respect and robust mental health.
- 8.....views whole patterns in realistic perspective.
- 9.....a tonic to colleagues and subordinates.
- 10.....a trait of leadership.
- 11.....is optimistic.
- 12.....provides an admirable way of life—promoting health, buoyancy, efficiency, and good will.

The DESTRUCTIVE Mind

- 1.....destroys.
- 2.....seizes upon unimportant details—blows them up beyond proportion.
- 3.....underestimates abilities and motivations of others.
- 4.....an index of frustration and personal maladjustment.
- 5.....reveals ignorance of human incentives.
- 6.....correlated with fundamental incompetence.
- 7.....a symptom of doubt, hatred and rejection of self.
- 8.....a kind of myopia seeing only segments.
- 9.....a sower of resentment, a breeder of low morale.
- 10.....a trait of the martinet.
- 11.....is pessimistic.
- 12.....a bad apple in the barrel, spreading its contagion and marring health, growth, and joy of living.

him. They feared the unknown—did not want to change their ways.

The second company did things differently. The sales manager called the salesmen together for an open discussion on how their sales efforts could be improved. In the course of the discussion one salesman said that he personally had profited from a sales training program with another company. Others talked of kinds of sales training they knew about.

The sales manager then said, "Evidently, you fellows would welcome some sales training. If the company underwrites such a program, how many of you will support it?"

Everyone raised a hand.

At another meeting a sales trainer was introduced. He presented the group with 39 elements of professional salesmanship, asked them to evaluate them in the light of their job, tabulated the results on the blackboard, and constructed a training program based on the needs of the group as reflected in their answers.

The program was a huge success, principally because the democratic procedure was followed throughout. Democratic leaders in sales management find that, "If you build on your salesmen's experience, you build solidly."

5. Set up and use an appraisal program. A constant question in the minds of all of us is, "How am I doing?" We are particularly curious about how the boss thinks we are doing. If, as is widely held, the sales manager should constantly improve his sales force, he needs some systematic way of doing so. An appraisal of each salesman with special emphasis on the job he is doing—given him at least once a year—is an excellent system.

But an appraisal system must be "sold" to the salesmen. Ideally, they should be asked to help in preparing the appraisal form. One good way to go about it is to ask them in a "working" meeting to describe their job. Suggestions from the group may be classified under:

1. What a salesman of our company should do.
2. What a salesman of our company should know.
3. What a salesman of our company should be.

From these suggestions an appraisal form is built. The form may then be distributed to the salesmen, with the suggestion that, since it is the result of their thinking, they use it. They may be invited to appraise themselves on this form. This simple procedure often opens a whole new

How to Rid Yourself Of "Idiot Work"

(Idiot work is any task that someone in a subordinate position can do as well as you can.)

1. Make a detailed list of each of your job duties and responsibilities.
2. Put a check in front of those you can delegate to others.
3. Assign all duties and responsibilities that you can delegate.
4. Give enough authority with each assignment to carry it through.
5. Train the one you designate to carry an assignment on why and how you want it done.
6. Announce the name of the one you give the assignment to — to those whom it affects especially.
7. Specify how often and exactly when you want a progress report on the assignment.
8. Schedule such progress reports on your calendar.
9. Expect mistakes to be made in the beginning but be patient so long as he doesn't make the same mistakes.
10. Allow for different ways of doing the assignment from your customary way.
11. Do not worry and frustrate the designee while he is proving his ability to get the assignment done.
12. Praise generously for each assignment — or step of the assignment — well done.

morale to hold and build sales.

Second premise: Nothing is more harmful to morale than fault-finding; nothing builds high morale more surely than constructive criticism.

Therefore: Every sales manager who would have high morale among his salesmen makes sustained use of constructive criticism.

Criticism is so often censorious that "critic" has a negative connotation for many. But if we turn to Webster's Collegiate Dictionary we find, "critic (n), one skilled in judging merits, in offering constructive suggestions, etc." This is the meaning salesmen want their managers to live by.

A study of 10 successful sales managers, in as many companies, who work by constructive criticism, reveals seven ways they function in common. Let's state them as imperatives:

1. Provide the right atmosphere for constructive criticism to thrive.

The sales manager himself is optimistic. His speech, manners, and deportment reflect a basic constructive attitude. Mere lip service to constructive criticism isn't enough. He practices it at all times, particularly in his dealings with his secretary, his salesmen, his associates in other departments—in his outside contacts.

Moreover, he is approachable. His attitude is friendly, relaxed. He takes time to listen to you in a differential way. His salesmen, therefore, discuss their problems and quandaries with him. They actually prefer to share them with him than with any other man in the company.

His use of constructive criticism bears a direct relationship to the upgrading of his salesmen's work. His suggestions stem from his eagerness to help a man to grow. He states them so as to "save face" for the one to whom they are directed.

He knows that carping criticism robs a salesman of self-respect—undermines his self-confidence—makes him resentful. Moreover, the sales manager has learned that he who carps must constantly defend the sense of guilt he feels within him. And so he casts his lot with the constructive attitude.

2. Be a good teacher.

As a teacher the sales manager is devoted to education. He remembers that *education* comes from the Latin *educare* meaning "to lead forth." He leads forth the potential he finds in each of his salesmen.

As a teaching tool he uses the interview for private and uninterrupted

(continued on page 92)

Is Suggestion Selling A Lost Art?

To find the answer, 90 shoppers in nine cities were sent out to buy suggested items up to a \$5 limit. They even used a leading statement hinting at their needs. It was an education, because here's what happened when . . .

"Very few retail salespersons really try to sell."

That was the experience of 90 shoppers sent on Suggestion Selling Shopping Tours in nine cities by Southern States Cooperative, Richmond, Va., in January and February. Tours were staged during conferences held in the nine cities—Baltimore and Salisbury, Md.; Richmond and Roanoke, Va.; Henderson and Louisville, Ky.; Clarksburg and Huntington, W. Va., and Knoxville, Tenn.—and attended by 550 representatives of the Cooperative's service agencies and dealers.

At each conference 10 persons were selected to serve as shoppers. They were given \$5 apiece, told where to go, what to buy and what to say. Shoppers' statements were worded to give salespeople a hint as to additional purchases needed. Example: "I would like a tube of toothpaste. I just arrived in town and I lost my bag on the way."



IN ONE CASE, the salesperson came through with suggestions in abundance and sold the shopper "a sweater for the dog, a leash, brush, rubber mouse, a plastic fire hydrant and dog food, in addition to the collar."

In Richmond, one shopper bought a 27-cent tube of toothpaste. The salesperson asked, "Is there anything else?" The reply: "No." The salesclerk sympathetically added, "I hope you find your suitcase soon." The shopper left with \$4.73 in his pocket. The salesclerk could have had it by suggesting other purchases, because the shopper had been told to buy any items (up to \$5) suggested. If the salesperson's question was one such as "Is there anything else?" the shopper was to politely say "no" and leave.

The 90 shoppers, with a total of \$450 to spend, parted with only \$138.07, though they tried their best to spend the entire sum. Most of the salespeople apparently were not interested in stepping up their sales. The situation was similar in all nine cities.

In Louisville, one of the shoppers was told to buy a tie, using this statement: "I would like a necktie. I have to dress up for a big party tonight." He went to the store, looked carefully at \$3 ties. The salesperson asked, "Is there something I can do for you?" He went into his big-party-want-a-tie routine. The salesperson suggested that he go to another counter where he would find cheaper ties. He did—for \$1.50. He bought the lower-price tie and left with \$3.50 in his pocket; he had intended to buy the \$3 tie.

Not all salespersons performed poorly. Of the 90 confronted by the shoppers, some half dozen did a good job of suggestion selling; about a dozen did fairly well; the remainder just filled orders.

A Louisville shopper, who told the salesperson, "I would like a hammer, I am going to build a fence," was relieved of his entire \$5. Still another Louisville shopper, who said to the salesperson, "I would like a pair of socks, the laundry lost all my clothing," spent \$4.45, instead of \$2.95, the price of the Argyle socks he was considering. In Henderson, a shopper



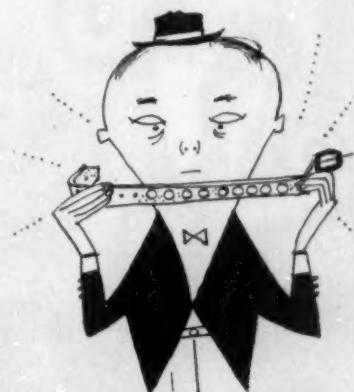
THE SHOPPER SAID: "I would like a dog collar. My dog has been chasing my laying hens and has been worrying the neighbors by turning over their garbage cans. He seems to be hungry all the time."

bought a hammer for \$1.25 and left with \$3.75. There was no attempt to sell him anything else.

The merchandise purchased became the property of the Cooperative and was sold at auction to the groups.

Purpose of this program was educational: to emphasize to the organization's agencies the need for and value of suggestion selling in stepping up volume. There was no desire whatever to evaluate the individual merchant's efficiency in suggestion selling or to embarrass anyone. Southern States Cooperative is deeply interested in improving suggestion selling among its some 700 agencies. This kind of selling it considers one of the best and lowest-cost means of increasing volume and improving operating efficiency.

The End



IN MOST CASES, shoppers for dog collars found salespersons uninterested in stepping up sales. In Louisville, a shopper bought a collar for \$1.35, but before he could pay for it the salesclerk reduced price to \$1.10.

THEY'RE IN THE NEWS

BY HARRY WOODWARD



GUY GILLETTE

President's President: He Covers the Waterfront

Many of the efficient little tugs which push helpless ocean liners around New York's teeming harbor bear the hallmark of Dalzell Towing Co. At the head of the company is the new president of an organization of company heads—The Young Presidents' Organization. He's Lloyd Dalzell, a wiry 37-year-old. . . . Five years ago Young Presidents' was founded. Its rules: membership limited to men who by age 39 became presidents of companies having a minimum of \$1 million a year in sales. Object: To pool executive knowledge and methods. Today YP boasts over 800 members in 40 states, and 24 chapters which stage monthly meetings and an over-all annual convention. Dalzell is the fifth president. He's the great-grandson of the Dalzell who founded his company that does an annual business of over \$3 million. A Taft School grad, he never went to college, began with Dalzell as a summer deck hand. He's intensely sales-minded: "All Young Presidents are," he says. "The shortest route to a company's presidency is the sales route; today, more than ever before in our industrial history, companies recognize that sales are the lifeblood of commerce." Dalzell commutes from his N. J. farm. His family belies his age: His eldest is 14 and he has three below her. He and his family raise gun dogs and pheasants, live on horseback week ends. . . . He's planning to visit, at least once this year, each chapter of YP. Taking his wife, too! (See p. 26 for other Young Presidents' news.)

What's in a Name? Everything . . . Just Everything

... so says Edward R. Taylor and he ought to know. He's been elected chairman of the board for the powerful Brand Names Foundation. His regular, full-time job, however, is v-p in charge of marketing and assistant to the president, Motorola, Inc., Chicago. . . . If ever a guy believed in the pulling power of a good company name, Ed Taylor should be the believer. When he was seven his family moved from Troy to Detroit. His eyes were opened to automobiles and he was lost. At 16 he went to work in the industry. For the next 12 years he worked through all sorts of advertising and sales jobs, getting further up the ladder. (At one time he created copy for Chevrolet at the time it took the sales lead away from Ford.) Then he went to work for Pontiac Division of General Motors, devised a newspaper advertising campaign which won the Harvard Award. In 1940 he went to Zenith Radio Corp. as director of sales and advertising. Following that he spent five years with Hotpoint, Inc., as v-p in charge of marketing. While he held the post, Hotpoint's sales position moved from 10th to third. He went to Motorola in 1952, has been needling its sales in both color and monochrome TV. . . . A whiz of a public speaker, he's in constant demand on podiums.



The Tribune's Intellectual Who Rose to the Top

Before the late Col. Robert McCormick died he laid the ground work for the structure to come: He made certain that his powerful organization, The Tribune Co.—publisher of *Chicago Tribune*—would continue under expert direction. He named, as president, Chesson M. Campbell, a Phi Beta Kappa man who began with the *Tribune* in Paris, 1921, as a subscription salesman. But young Campbell then wanted to be a financial writer, came back to the States and prepared to go to a bond salesman's school for the necessary background. Instead he changed his mind, went to work for the *Tribune* again as a classified salesman at a lower salary. He's never regretted it. He worked up to be advertising manager, then v-p. . . . Chesson Campbell was born in Michigan, was valedictorian of his high school class. At the University of Michigan he was president of his fraternity, played on the football, hockey and baseball teams. Graduated *magna cum laude*. But he's no weighty intellectual with no small talk: He's active in club and charity work, likes to give youth a hand up.





FIBERGLAS IS TOUGH. Banging on a piece of (Koch) Fiberglas luggage with a heavy iron pipe, John Vyverberg, San Francisco branch manager,

visually demonstrates to a group of architects basic strength of product. Undamaged suitcase also attests mar-resistance of surface and finish.

Owens-Corning Sells Fiberglas With Sound and with Fury

Live demonstrations before architects and executives are propped with alarm clocks and torches, ice cream and coffee pots. Sales managers find that it makes good sense to appeal to the senses of buying groups.

An Interview with JOHN VYVERBERG
San Francisco Branch Manager, Owens-Corning Fiberglas Corp.

Not long ago some 70 architects assembled in Di Maggio's Restaurant on Fisherman's Wharf, San Francisco, at the invitation of John Vyverberg, manager of the San Francisco branch of Owens-Corning Fiberglas Corp. In the midst of the usual dinner hubbub, they were surprised to see white-uniformed workmen enter the room and go about quietly installing a ceiling . . . of acoustical Fiberglas panels. They watched admiringly as the

array of pipes, wires and fittings above their heads disappeared from view behind the textured white panels. In a short time the interior was transformed.

Those architects saw a Fiberglas "live demonstration." As guests of the corporation, they had an opportunity to observe, in a relaxed atmosphere of good food and sociability, a dramatic illustration of one important use of Fiberglas material.

This kind of creative group selling is not unusual for Owens-Corning Fiberglas Corp. The scene at Di Maggio's could have been "stage managed" by any of the company's 60 branch sales offices. It represents the imaginative selling which, in one decade, has made Fiberglas a household word throughout the nation and identified it with such staples as steel and aluminum in the minds of industrial users.

Recently, also in San Francisco, engineers and buyers of Pacific Gas & Electric Co. were guests of Owens-Corning at another kind of live demonstration. Starred were Fiberglas industrial insulation materials, Fiberglas building materials, sound control and roofing products. In addition, technical charts were displayed (example: thermal-conductance comparisons). Application techniques were also demonstrated.

A favorite demonstration is to install on a mock-up sample of a material being promoted. One such took place April 24 at a dinner meeting for key executives of The Pacific Telephone & Telegraph Co. To dramatize sound control, a metal duct was lined with a Fiberglas material. Then an alarm clock was set off. One of the dinner guests was invited to put the shrilling clock inside the Fiberglas-insulated duct, nearly as effective a noise-abatement measure as turning it off. Factual charts spelled out what happened and why in terms familiar to technical people.

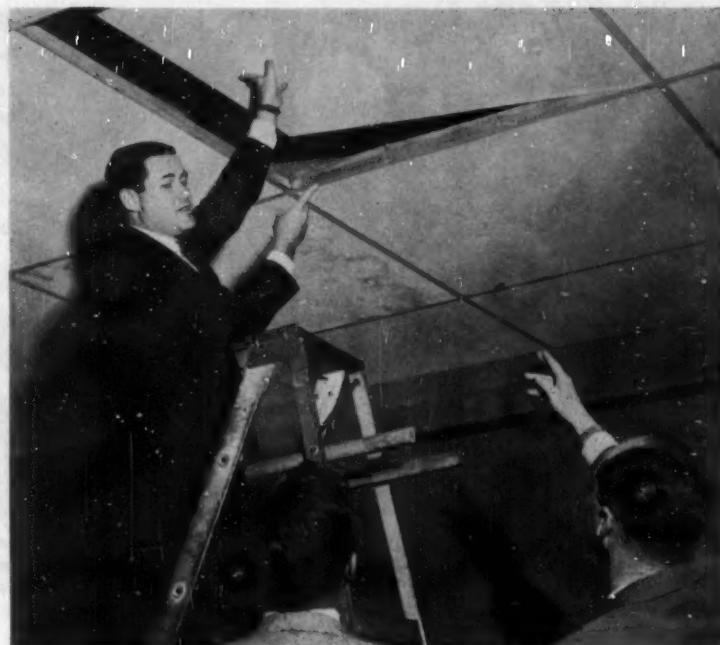
Says Vyverberg: "We dramatize our facts with an appeal to one of the senses—sometimes the visual, sometimes the auditory. The impact of these sense impressions, even with a highly technical audience, cannot be overemphasized."

Owens-Corning carries on its live-demonstration group selling among a wide range of industries in major categories. Usual procedure is to bring together officials of the prospect company—its engineers, buyers, maintenance superintendents, and the firm's own architects. "All of these men," Vyverberg points out, "must be 'sold' on a product like ours. It is still relatively new and has to compete in existing marketing channels with long established products."

The company's creative selling techniques were developed to meet a specific need. Three years after Owens-Corning Fiberglas Corp. came into existence—it is only 17 years old—war broke out; during the pre-war and wartime periods the greater part of Fiberglas production went into Government channels. When the corporation faced civilian life again, it had sold few consumer products.

Fiberglas, with its malleability and myriad possibilities (it is now used in everything from skylights and furnace insulation to marquisette curtains and roofing), was as basic as steel, its producers believed. They realized, however, that it would have to compete with such well-known and long-accepted materials.

Company officials, including President Harold Boeschenstein, were well



IT'S EASILY INSTALLED. Owens-Corning proved that a Fiberglas ceiling is easy to put up by having one installed in a Fisherman's Wharf restaurant while invited architects ate dinner. The architects were much impressed.



IT WON'T BURN. Mike Murphy tries to ignite Fiberglas insulating material. No spark in the Fiberglas, but strong sparks of interest among demonstration watchers.



IT SOUNDPROOFS. A loud bell is placed inside a Fiberglas-insulated duct by Salesman Lou Saxby. Immediate deadening of sound is apparent to onlookers and point is made.



IT'S EASY TO CLEAN, says the Fiberglas salesman in demonstrating the qualities of this curtain material. He thoroughly soils one pair, then washes them with soap and water in just seven minutes. He rehangs them and tells audience they won't shrink, won't stretch and don't have to be ironed.

aware that they must provide benefits to the user without increasing his costs, or offer a comparable saving.

Benefits inherent in the new material were natural selling points. Exhaustive data assembled by the research organization showed the material in a favorable competitive position price-wise. The big question: how best to get these facts across? The need: to gain acceptance for Fiberglas as rapidly as possible, to find markets fast. Owens-Corning did just that.

None of the traditional means of promotion was ignored. The company has built a top-notch sales organization with far-flung branches, staffed by well-trained men; staged multi-million-dollar advertising campaigns, using all appropriate media; developed a sound dealer-aid program characterized by helpful promotional literature and carefully thought-out sales tools. It participates in national conventions which offer the best opportunities for Fiberglas promotion.

Then came live demonstration. The present phase of this creative selling grew out of the Fiberglas Product Demonstration (See "Why Fiberglas Tells Its Story with Man-in-the-Street Talk," SM, April 1, 1951), a caravan which visited each of the 48 states. FPD, as it came to be known, was a veritable road show. Tools and properties were moved from point to point in a big truck and trailer prominently identified with the company name and the title,

"Product Demonstration Unit." There were no professionals in the "cast." Company salesmen were trained to put on the shows in hotel ballrooms or similar meeting places. "Performances" drew an average of 250 persons, though attendance sometimes hit the 500 mark. FPD "closed" several years ago, but the techniques learned then have become a part of the company's everyday selling approach.

Owens-Corning now prefers small groups for its creative selling sessions. Vyverberg explains, "You get more intimate contact, more individual discussion." Branch managers and their staffs have plenty of leeway in putting on imaginative shows. Model live demonstrations are also available for staging "as is" or adaptation.

Example: At the beginning of a typical show the master of ceremonies asks a member of the audience to come up on stage and light the oven of a kitchen range. (Today Fiberglas insulates a high proportion of the ranges in America's kitchens.) After the oven regulator is set for a certain temperature, the M.C. displays a roll of Fiberglas material, the same used to insulate the range. Next, he wraps a quart of ice cream in it, pops the ice cream into the oven. Beside it he puts a cherry pie ready for baking.

Then a pot of hot, freshly made coffee is wrapped in a blanket of Fiberglas and placed in a refrigerator standing next to the stove. (Fiberglas also provides insulation for most of the major makes of refrigerators.)

The show proceeds . . . the ice cream and pie in the oven, the hot coffee in the refrigerator apparently forgotten. When it comes time to take out the nicely browned pie, out comes the ice cream, too. It is unwrapped and found to be as firmly frozen as when it went into the oven. Next, the pot of coffee is taken out of the refrigerator, its Fiberglas blanket removed and the contents poured. The steaming cups are accepted with ohs and ahs.

Meanwhile the audience has been exposed to other Fiberglas attractions:

"It won't burn." A torch is held to the material: no fire.

"It's strong . . . has higher tensile strength than hand-drawn steel piano wire."

The M.C. makes a swing out of reinforced Fiberglas tape (used instead of steel bands on packages). Two persons swing on it: no mishap.

"It doesn't shatter." A piece of sheet steel is brought forward. A member of the audience is invited to pound on it, and keep pounding till it bends. Then the steel sheet is removed and a sheet of plastic, reinforced with Fiberglas, put in its place: Pounding-till-exhaustion makes no visible impression.

Curtains Washed

"It resists soil, is easy to clean." On stage are colorful Fiberglas draperies or curtains. They are thoroughly dirtied as the audience watches. Two small trays, one with soapy water, one with clear, are then brought out, and in a seven-minute operation the curtains are washed and rehung ("no shrinking, no stretching, and you don't have to iron them . . .").

"What people see—their interest and curiosity stimulated through dramatic presentation—makes a far more lasting impression than what they are merely told," Vyverberg emphasizes. He believes that the dramatic visual programs have:

"1. Helped in gaining acceptance for our product.

"2. Given us the opportunity to answer questions and meet objections.

"3. Provided a way for us to get better acquainted with prospective customers in an informal atmosphere.

"There is no doubt that we are accepted in all the fields we sell to today."

The company's slogan, used in the demonstration backdrops, puts it: "Fiberglas is in your life . . . for good." Also, "Fiberglas makes good things better . . . makes new things possible."

The End

Can the manufacturers of HOME APPLIANCES learn something from successful industrial marketers?

The marketers of industrial products generally design their advertising to attract that segment of a magazine audience which has some interest in the product *at that particular time*. And they give those readers enough information, right in the ads, so that they can decide whether or not the product comes close enough to fitting their needs to justify further investigation.

They find this vastly more effective than advertising which seeks to make flash impressions on *everybody*, with the hope that the products and its features will be remembered at some future time.

Many appliances are to a home owner what industrial equipment is to a plant owner

We suspect that electric ranges, vacuum cleaners, washing machines—yes, even some smaller appliances such as electric fans and irons—usually are bought to do some job around the home, better, faster, and at reasonable cost. Yet, in leafing through the pages of the consumer magazines, note how many makers of products like these are running advertisements apparently designed to produce *general impressions* of quality and style, rather than to tell interested prospects what they want to know now.

Look at some. Do they tell you what you'd like to know if you were interested?

A bird on the table is worth two in the oven

As Pogo would say, maybe we're taking the wrong platitude. But last Thanksgiving our somewhat aging electric range delivered to the table an outwardly beautiful bird which the first incision revealed to be so woefully underdone that we didn't know whether to carve it or kiss it.

Back into the oven for another hour. Another round of cocktails saved the day (or did they?).

That evening we turned to the current issues of a handful of national magazines; looked at the electric range advertisements. There were some beautiful pictures. Four colors. Glowing descriptions of high styling.

But we searched in vain to find out what the dimensions were. You see, our kitchen, like many thousands of other kitchens, has built-in cabinets.

So we can't squeeze in a range that is any wider than 36 inches. In fact, it would look pretty silly if it were much less than 36 inches. But did the ad give us the slightest clue as to width? No.

Did they tell how high they come, or whether or not they are adjustable to different heights? No.

Did they tell us whether or not the deep-well converts to a top burner? Nope.

How about insulation? Except for glittering generalities, we found nothing to indicate whether or not they are using the latest developments in insulating materials and oven construction. They *must* have made tests that show how their present insulation performs in comparison with their earlier models, or competing ovens.

What's the news on heating elements? We dimly recall having previously seen a big splashy advertisement announcing a new heating element that is "just as fast as gas." But there was nothing in any of the current advertisements that referred to this.

We'd like to know about these things. But we're blessed if we're going to pound around from store to store to examine *all* of the eight or ten different makes that are available. Neither is Ma!

If they're counting on retail salesmen to explain these things —heaven help them!

Surely, many executives in charge of the sales of electric ranges must have been reading the SALES MANAGEMENT articles, "Adventures In Shopping." Surely, poor retail salesmanship is granted to be a serious problem today.

So, why not let advertising tell interested prospects many of the things the retail clerk will most likely forget to describe; or just be too doggoned disinterested to mention.

One cannot study those "Adventures In Shopping" articles without concluding that millions of consumers, irritated and dismayed at the stupid or indifferent treatment they get at the point of sale, would like to be able to do a larger portion of their preliminary selecting through information available *prior* to final examination at the point of sale.

But, not a single range advertisement told us the things we wanted to know. No one offered a booklet covering the kind of information that might be appreciated by that growing host of

people who have to think twice before they buy anything that costs more than ten bucks!

There are ways to experiment with these ideas without disrupting planned programs

Maybe "informative advertising" techniques should be experimented with in, say, the farm journals, covering areas where it is not quite so easy for Ma to get into town and where, perhaps, she would have to go to three different towns to look at five different ranges. She would probably be happy to pay a dime to get a booklet from a manufacturer whose advertisement had been informative enough for her to conclude that his product was one of the candidates for her final selection.

Then, as is done with industrial products, the manufacturer would notify the local dealer and he could at least gamble a phone call to Mrs. Farmer and find out if he could be of help.

We often hear industrial advertising men allow as how maybe they could learn something from consumer advertising techniques. But couldn't it be the other way around, at least, as far as hard goods are concerned?

We certainly wouldn't suggest trying to revolutionize methods already showing tangible evidence of paying their way. But we can't help wondering if there isn't some room for limited experimentation with industrial advertising techniques; perhaps in test cities at first; perhaps just on certain lines or in certain markets. Wouldn't it be interesting to find out whether or not there is something to be gained from the vast fund of successful industrial marketing experience? Maybe profitable too.

Want to check standard industrial marketing procedures against your own operation?

We have prepared a check list covering 8 points that are Standard Operating Procedure to the experienced industrial marketer. Perhaps you are already employing some or all of these methods in your own selling, advertising and merchandising. Perhaps some of them wouldn't fit. Perhaps one or two would help you in some small measure to cope with the mounting sales costs that today threaten profit margins everywhere.

This list is entitled, "You Can Sell Anything In America—But At What Cost?" We'll be glad to send a copy to any manufacturer who is interested.

The SCHUYLER HOPPER Company
12 East 41st Street, New York 17, N. Y.
LEXington 2-3135

MARKETING • ADVERTISING • SALES
"Advertising that sells by helping people buy"



COOKIES AND RANGES: Housewives were invited to bake cookies—with dealer-supplied Aunt Jemima ready-mix—on a new Norge range in the store. While she waited for the cookies to bake, she was, in effect, a captive audience for the dealer's sales story.

TOYS WITH APPLIANCES: To offset traditional Christmas slump in big appliance sales, Norge dealers offered assortment of toys and a major appliance as a package for as little as \$25 down. Results justified efforts.



Help to Dealers Pays Off: Norge Cites Sales Increase Of 252% in First Quarter

Improvement of retail sales methods is job of newly created department.

BY DAVID J. ATCHISON

A decision to make a sizable investment in more help for dealers is paying off in a big way for Norge Division, Borg-Warner Corp.

The recently organized (August 1954) Dealer Development Department is given a major share of the credit for 1954's sales increase of almost 90% over 1953. More startling, sales of Norge appliances during the first quarter of 1955 soared to 252% of sales in the corresponding period last year, a record for any quarter in company history. Automatic clothes dryers, at 405% increase, led the parade.

It is the function of the Dealer Development Department to engineer national promotions as well as local promotions tailored for specific markets; to lend a hand with dealer sales training; to help store managers improve management tools and techniques.

Heading the department is Jack Petterson (cq), former account executive with Leo Burnett Co. Inc., who brings to Norge extensive experience in the appliance selling field.

"Despite all the talk in the appliance industry about the need to improve retail sales methods," says R. C. ("Red") Connell, vice-president in charge of sales, "manufacturers in general have done little to give direct, effective aid to dealers. Norge's new Dealer Development Department is a step in that direction."

Under Judson S. Sayre, who became president of Norge in April 1953, the company has made changes in its distributors, increased its sales organization. During the last six months of 1954 Norge spent more for advertising than in all of 1953. Sayre estimates that about \$4 million will go for advertising this year, a large part of it in local media to support

dealers. This represents four times the amount allocated to advertising in 1953.

From May 1 to Nov. 1, 1954, home appliance sales volume in dollars reached a total of nearly \$75 million, "and will undoubtedly pick up enough tempo to reach \$125 million in 1955," Sayre predicts. "With quarters like this first one, we're sure to make it."

Besides the big increase in dryer sales, automatic washers (unit sales) nearly tripled and refrigerators more than doubled. Ranges and conventional washers showed gains ranging from 200% to 250% of 1954 totals.

"The increases started when we added new products to our line last year," Sayre explains. "Our next step was to bolster our executive ranks under Connell. We did two things simultaneously: (1) Put muscles in our sales management team by creating five new positions; (2) expanded

How big is **Big?**

This is the day of the big numbers...

Population, projects, markets and money are scaled in millions and billions that evade human perception, become meaningless and monotonous.

Advertising is in scale with the times. The size and complexity of some current advertising programs often obscure their effectiveness.

Some advertising expenditures approach the exotic... A New York theatre is rented full time to provide a setting for one hour of advertising a week... A single effort to win public attention and good will, with no assurance of sales runs to a six-figure cost... Advertisers even advertise their advertising!

The current fashion favors big audiences, media parcels of millions. Sometimes with too little recognition of reality, or arithmetic!

The best prospects often comprise only a small portion of the big audience units.

Smaller media may offer better markets.

Size is no index of medium influence and impact.

The best values usually come in small packages.

ACCORDING to the April 1954 Census Bureau estimate, the United States has 46,893,000 households... of which

Life with 5,312,769 circulation reaches only 11.3%.

Ladies' Home Journal, with 4,511,970, only 9.6%.

Saturday Evening Post, with 4,230,940, only 9.0%.

(All circulations Publishers' Statements 12/31/54.)

(continued on second page following)

our market coverage by adding new distributors and replacing others."

Application of the old spend-money-to-make-money philosophy shows practical results at Norge.

In January of this year, factory billings reached more than \$15 million, setting a record for a single month. "This amounts to more than the total for the entire first quarters of 1953 and 1954," Sayre says.

"Red" Connell calls the Dealer Development Department the "stopper in the sink" at the retail level. "Generally, factories produce an ocean of merchandise, then let it roll over the retailer who does his best to sell it. Waste? The manufacturer's efforts, and retail sales, go down the drain. Essentially, the function of the Dealer Development Department is to do just what its name implies—to develop through personalized assistance a big 'stopper' to these losses."

Add Distributors

In building this department Norge executive teams spent the last six months of 1954 traveling around the country, building here, patching there. They added distributors who enlisted enough new retailers to make their products strong contenders for retail dollars. A tally showed 1,000 dealers added per month.

Realizing that each one of that number would present problems at point-of-purchase and that sales aid would be needed—and that it would have to come from the top—the company recruited the country's finest merchandisers for its team.

"You cannot build distribution without a strong, hard-hitting headquarters force," Connell observes. "Who knows what happens when a store salesman gets a prospect? It's never the same situation in any two stores. Sales problems in a Polish or German neighborhood are different from those in an Irish, Swedish or Bohemian district. Consequently, we knew that a dealer assistance program must be tailored to the needs of the individual store. It can't be a blanket promotion sent to all dealers with the message, 'Here it is, boys—hop to it!'"

Connell adds, "A sales plan has to be completely acceptable to three important people: (1) the distributor; (2) the dealer; (3) the retail customer. This is where Petterson's department comes in for development."

Before the Petterson staff sets out to "help" a dealer, members "shop" the store. Men in the sales promotion department, too, are required to spend one afternoon a week with a dealer

to note problems that may arise in a promotion. "They are better for it," Connell says. "It gets them out of their ivory towers, residing place of so many factory men."

Norge dealers plead: "Give me promotional material I can use." Petterson and his department aim for promotions that are simple to execute. "We try to be practical about it," he says. "Most appliance dealers are not large enough to be interested in long and involved promotion; they'd get peeved at us for our 'big thinking.'"

Simplification is the rule at the distributor level, too. Instead of hammering away at wholesalers with a barrage of bulletins and literature, the company mails the "Norge Distributor Bulletin" only once a week.

This bulletin is an attractive folder, with two pockets for inserts of the latest information on ranges, laundry equipment, sales builders, contests, service information, mailers, promotions, and even an evaluation of competition. Stapled inside the cover is the "Merchandising Calendar," a week's listing of day-by-day promotional activities. Arrival is timed to reach the distributor far enough ahead of his Saturday morning sales meeting to enable him to include a discussion of it. Dealers rely on this information and frequently schedule it.

Shirts for Sales

Norge dealer promotions are apt to attract free publicity in local newspapers. Giving a twist to the popular expression, "losing your shirt," Norge idea men called a recent promotion, "Shirt-Off Our-Back." A \$5 Van Heusen shirt goes from the company to each dealer for every water heater sale. There is no limit to the number of shirts a dealer can win and he has his choice of styles. After each sale, he fills out a sale report form in triplicate and sends two copies to his distributor.

Norge executives are of the opinion that the water heater is an "unexploited appliance" missing a good market. They point to the construction boom in every part of the country, the market made up of builders and new home buyers.

To get their shirts off Norge's back, dealers are instructed to:

1. Pull in prospects. "Put water heaters on display in your window and on your floor. Feature them in your home laundry exhibit and tie them in with other water bearing appliances. Make your store 'water heater headquarters' in your trading area."

2. Have all the answers. "Know all the extra-value features of Norge water heaters. Use the water heater section of the deluxe full line catalog as a guide in your sales talk. And have it ready to show your prospects models not in your stock."

3. Keep them interested. "Attached at the factory, Norge water heater feature labels are silent salesmen that tell the story to close the sale. Keep them on display. Use them to show features, to tell benefits. Then get ready to write up the order."

4. Send out circulars. "Mail Norge water heater pickup folders to your prospect list. Or, use them as stuffers when you send out statements. Separate folders for gas models, another for electric. Order enough today."

Toys for Christmas

One of Norge's most successful dealer promotions was the 1954 Christmas season program: The company made toy dealers out of appliance people. A \$50.04 assortment of 10 toys was offered to the public with each Norge appliance purchased before December 25.

Why toys? Connell explains: "This promotion solved the traditional problem of merchandising big ticket items during the Christmas season. Ordinarily, appliance dealers miss the major share of the Christmas budget because it is spent on children."

Norge had discovered that the average father has \$50 to spend for family Christmas presents. Dealers offered the toys and the major appliance as a package for as little as \$25 down. This plan was the only way Dad could stretch his budget to cover both toys for the kids and a major appliance (gas stove, refrigerator, etc.) for the house.

The Norge "Santa Claus Special" included a bike, coaster wagon, tool set, painting kit, roller skates, trumpet, toy helicopter, rocking chair, mechanical "build-it-yourself" fan and a blackboard. All were for the 4-to-12 year group, "and there are 34 million children in this age bracket," Connell says.

"When we added these facts to the unprecedented possibilities the toys provided for store and window displays and traffic building, we knew we had a winner. Norge backed it with more money than we had ever spent on this type of promotion—upwards of \$100,000 for factory and trade advertising alone. The investment in toys was in the six-figure bracket."

Norge supported the Santa Claus Special with a heavy advertising

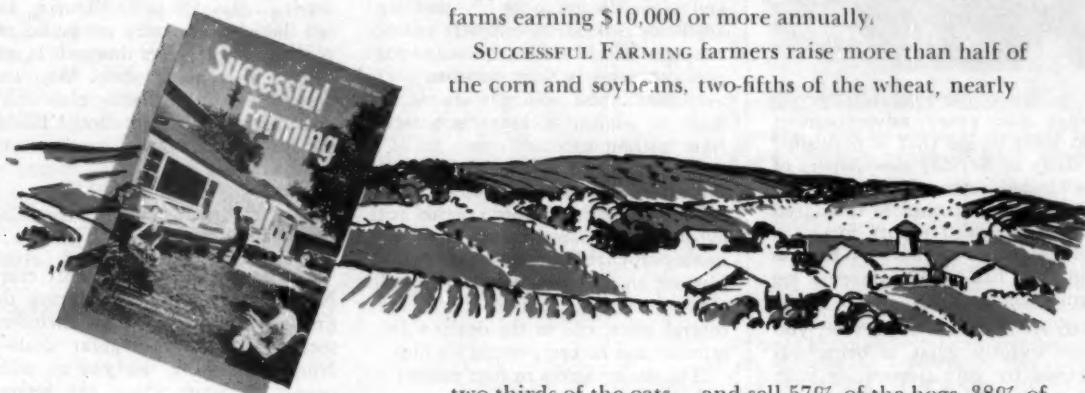
This is the day of the big numbers... (continued)

Even the newest giant, Readers' Digest with more than 10 million domestic circulation, can go to less than 22% of the whole national market.

Yet one magazine with 1,300,000 circulation affords the advertiser a larger share of a better market than any major national medium can offer.

The magazine is **SUCCESSFUL FARMING**... which reaches 26% of the country's commercial farms, and 42% of all farms earning \$10,000 or more annually.

SUCCESSFUL FARMING farmers raise more than half of the corn and soybeans, two-fifths of the wheat, nearly



two-thirds of the oats... and sell 57% of the hogs, 38% of the cattle and calves, 37% sheep and lambs... 33% of the poultry, 44% of the eggs, 44% of the dairy products.

SF farmers own more than a third of the farm tractors; half the grain combines, milking machines, hay balers; and two-thirds of the mechanical corn pickers.

SUCCESSFUL FARMING farmers last year had an average income *from farming alone* of just under \$10,000 — are a market worth \$11 billion annually, the equivalent of another national suburbia. Their homes are 96% electrified. Their living standards have risen steadily. They spend more on their homes than urban families in the same income bracket.

And because **SUCCESSFUL FARMING** for fifty years has helped them produce more, earn more, save more, earned their respect and confidence... it has more influence with its market than any general medium.

If you make a quality product, these SF farm families want it, and can buy it. **SUCCESSFUL FARMING** offers you a truly big medium and market—at a truly modest cost. Any office will give you more details.

MEREDITH PUBLISHING COMPANY, Des Moines...
with offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.

See every advertisement
of interest to you in 1393
shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States. You may have this service in complete tabulated and summarized report form; or you may make up your own reports from the full-page tearsheets we furnish you.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB shows above how you can buy these services by markets; but you can order by your sales territories; or even single towns. You may take these services continuously, or periodically.

ACB Services are among the most useful tools in merchandising and distribution. They are so flexible that you can get exactly what you want in coverage—and in duration. Send today for catalog.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



schedule in newspapers and publications in the appliance field. Window posters, pennant strings, broadsides and advertising mats for local use or tie-in programs were included in the promotion and display kit accompanying the toy package.

Results justified the effort. One dealer notified Petterson's department that he had sold 12 major appliances the first day the promotion was in effect.

Probably the most impressive selling tool Norge furnishes its dealers for point-of-purchase assistance is the "selling station." This is on a loan basis. The "station" is an arch over and around a gas stove or other big appliance and carries complete selling messages which answer questions for prospects when a floor salesman isn't available. These selling stations are built on islands to keep their faces from getting soiled.

Norge created selling stations last December at a cost of \$400,000, "but nobody has ever paid us a nickel for a display," Connell notes. "To qualify for the stations the dealer fills out an agreement form in triplicate. One copy goes to the Norge central office, one to the dealer's distributor and he keeps one in his files."

The dealer agrees to four points:

1. Selling stations must be placed in prominent locations for a period of not less than six months.

2. Corresponding Norge appliances must be installed in each selling station, with necessary electrical and/or gas connections for operation.

3. A minimum of five Norge appliances, including those used in selling stations, must be displayed in the store at all times.

4. Each selling station must be kept in a clean and attractive condition.

Cookie Bake

A Norge activity program, as contrasted to sales promotion, was also offered to dealers. Example: the recent "Bake n' Take" range sales program in which the public participated and in which Aunt Jemima ready-mixes cooperated. Through newspaper advertising and window streamers, Mrs. Housewife was invited to come into the store and bake a batch of cookies in a Norge oven. The dealer had previously added water to the mixes; she formed the cookies on the baking sheet as she wished. While she waited a few minutes for them to bake, she didn't realize she was a "captive audience." The dealer or salesman slipped casually into the sales story. She had to listen, if she

wanted to take home her batch of cookies.

This was only one of five dealer promotional and activity programs Norge had in operation during the late winter months. "We had alternate programs for stores unable to handle these five," Connell says. "All dealers are anxious to try a good promotional program, especially if it is delivered at no cost to them. We go along with this; it is imperative that we sell *through* our dealers instead of *to* them."

An important new element in the dealer-relations picture came into being January 1 of this year—profit-sharing. Says Connell: "During the last three or four years, net profits for appliance dealers had dropped. It was obvious they needed help. We came up with our profit-sharing plan which says to the dealer, in effect, 'Fill in the blank check for as much as you want to make it.'"

Profit Sharing

Dealers were told: "For every Norge product you buy during the first six months of 1955—including special as well as regular deals—Norge will 'bank' for you an additional 2% profit above and beyond your regular margin on each piece you buy from your Norge distributor. Probably you're thinking: 'What's the gimmick?' There is no gimmick. It's as simple as this:

"Because of the increased demand for Norge products during the past year—because with your help we have been able to increase our sales—we can now further increase our production for the next six months.

"The key to the profit-sharing plan: By substantially increasing our production going rates, we can make certain factory savings that we can share with you. And that's exactly what we're going to do!"

Dealers asked: "How and when do I receive my profit-sharing check?"

Norge answered: "Your Norge distributor will furnish you with a profit-sharing certificate with two similar copies for you to sign. One goes to the distributor and one to Norge. Each month your distributor will send us a copy of your invoices for the month. When June 30th rolls around, we'll add them all up—and you'll get your bonus as soon as we can get it out to you. So, no matter how your books stand at that time you'll be getting 2% cash on your Norge volume that will be *all* extra profit money that you wouldn't have had otherwise."

"And all because it will be banked

for you, it will all be there in one lump sum!"

President Sayre himself told dealers that for the first time "something is being done about your limping profit picture. Norge is the company doing it and investing a couple of million dollars in it." He added: "The business of getting back to real honest-to-goodness selling is the most important thing in the appliance industry. Once we get salespeople selling—instead of just offering the lowest price in town—then I say that most of the problems in our industry will be licked right where they start.

"With Norge you have the right kind of products at the right prices—and now we offer you the kind of selling program that will help you make more money."

To be eligible for profit-sharing, dealers agree to abide by certain stipulations such as proper display of the proper number of major appliances, use of merchandising materials, attendance at distributor sales meetings (at least three in several months). Norge products included under this plan are refrigerators, freezers, ranges, automatic washers,

dryers, water heaters, and conventional washers.

The first instalment, nearly \$1 million, was paid April 26 to more than 9,000 appliance dealers. They received checks from the company's 82 distributors. Another payment is scheduled to be made in July for the April 1-June 30 period. These bonus payments are said to have increased many dealers' net incomes as much as 50%.

As a result of this intensive dealer cultivation, the company has had to authorize an expansion program at two plants to handle the increase in business.

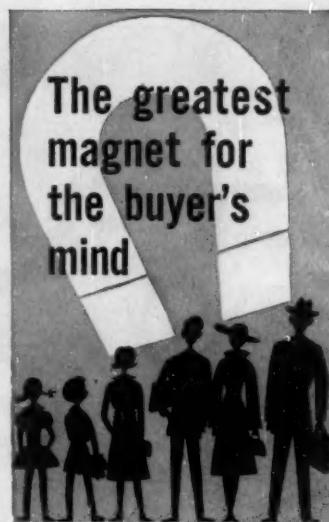
Plants in Effingham, Ill. (clothes dryers; gas, electric and built-in ranges) and at Herrin, Ill. (automatic and conventional washers) are the beneficiaries of \$2.5 million for construction of additions.

What about the future of the appliance business? President Sayre has this to say: "Norge sales will continue at a high level. General economic conditions are favorable, and anybody who can't do business today just isn't out aggressively after it."

The End



SHOE-BOX DISPLAY CONCEPT, basically simple and space-saving, is being widely used, with good results, for low-cost modern chair designs by Charles Eames for the Herman Miller Furniture Co., Zeeland, Mich. The display is moderate in price and easy to assemble. It consists of a lightweight steel frame with plywood platforms. One advantage of the two-level display: Twice as many chairs can be shown in the same amount of floor space. When used as a room divider, it has double impact, front and back.



The daily newspaper appeals to every age group of both sexes

Here at Advertising Checking Bureau, we read every advertisement published in every daily paper in the United States.

As we read this advertising totaling \$2 billion annually, our eyes occasionally fall on the editorial content and we observe that every age group of both sexes find special features of interest in the daily newspaper. The news columns, mightiest magnet of all features, is the newspaper's own exclusive bailiwick! Here is chronicled each day, newsworthy doings of local people, known and unknown to the reader—their triumphs and misadventures. And the news of the world.

This kind of news gathering and editing, plus high-speed presses and split-second distributing systems, makes the daily newspaper—now as in the past—the most patronized of all advertising media!

They pay us to serve you

ACB serves the newspaper industry by reading every advertisement published in the nation's dailies and Sunday newspapers, and making certain that proof-of-insertion is received promptly by the advertiser or agency. This service—paid for by the publisher—relieves the advertiser of clerical work and delays.

From this "reading job" ACB has developed 14 most useful Newspaper Research Services for merchandisers. More than 1100 leading firms use these services which are discussed in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices

ACB
The
**ADVERTISING
CHECKING BUREAU
INC.**



"WHAT'S IN IT FOR ME?" That question is in the mind of every prospect, no matter what product is being sold. Roland Meyer (standing, left) approaches every sale with an answer to that question. Here he's working out the details of a job with a customer and a group of production men.

Meyer Doesn't "Sell"—He Just Makes Prospects Want to Buy

This star salesman for H. S. Crocker believes a service attitude and confidence-building are the key elements in professional salesmanship. Like the star golfer who keeps his eye on the ball, Meyer keeps his eye on benefits.

"No one sells ideas. Salesmen sell one thing—and only one—if they're doing the job right: *benefits*."

So says Roland Meyer, sales staff member of the manufacturing department, H. S. Crocker Co., Inc., San Francisco, and reputedly one of the country's top salesmen of printing and lithography.

His experience covers a quarter-century. "But I've still got a lot to learn," says the tall, friendly man who from choice remains a salesman because "you have more fun and make more money."

Salesmanship he calls the "great unstudied profession. You've heard of aviators who fly by the seat of their pants? Most salesmen sell that way."

Meyer has been called an "idea salesman." He considers the term a misnomer, applied to himself or anyone else. His selling stems from these convictions:

1. People buy a product or a service to benefit (a) themselves and (b) their business.

2. The salesman's fundamental job is to establish a feeling of confidence between the buyer and himself.

"Benefits to the buyer may be incidental—perhaps nothing more than a compliment from the boss on a job well done—but they shouldn't be overlooked in any selling approach."

Something to keep in mind, says Meyer, and as scientists are now verifying, is "that few of us are com-

pletely logical in deciding our purchases. We are swayed by prestige points and appeals to pride. These emotional benefits should be included in our sales presentation."

He adds: "Benefits are not what they're usually thought to be—quality, service. Lots of good salesmen go overboard stressing the quality of their product. Busy explaining its mechanical superiority and technical advantages, they forget that the buyer has formed no conception of what the product will do for him, for his business, for his company."

For example, Meyer wanted to open a new field for printing by selling a major oil company lithographed Western views for promotional use. It was an expensive kind of printing and the company did not buy . . . Meyer patiently explained: "You are not selling gasoline, you're selling travel." Eventually the company came around to his way of thinking, though it did not buy what he originally suggested. But his presentation had planted an idea in the corporate mind and created confidence in him.

SELL WITH THE SEAL THAT SAYS



"FRESH" is the most powerful selling word in the grocer's language. And on packaged goods nothing says "FRESH" so convincingly as the gleam of aluminum foil—especially when it carries for added identification the Reynolds Wrap Aluminum Packaging Seal.

Point with Pride to Protected Quality

Promote the foil packaging on your shelves—and the Seal. You'll find there's satisfaction in sharing your knowledge of foil protection...protection against moisture, air, light and odors. You'll see how brightly shoppers react to the name REYNOLDS WRAP for this packaging...because this pure aluminum foil is their favorite food keeper at home. You'll take pride in this assurance of *Protected Quality*!



Dramatize Foil Packaging throughout Your Store!

Spreading nationally is Reynolds sparkling "Rainbow Promotion"...spotlighting all your foil packaging, store-wide. Big rainbows for floor and gondola displays, shelf markers, mobiles, etc.—it's a complete kit. It's another climax in Reynolds big packaging campaign—full-page, four-color national magazine ads, TV weekly on "MR. PEEPERS" and rural radio. For information on this "Rainbow Promotion" and on the Reynolds Wrap Aluminum Packaging Seal write: **Reynolds Metals Company, General Sales Office, Louisville 1, Ky.**



This led to his appointment as a member of the company's "team" to create a series of Western views.

Of course, the Crocker company got the business. The oil company now frequently uses elaborate programs based on Meyer's idea of selling travel.

"The best conception I have been able to form of *selling is helping*," says Meyer. "If I can find a way to help my customer, or my prospect, I find it hard *not* to sell him."

No one can tell another how to establish an atmosphere of confidence. One way, according to Meyer—and he readily admits that approaches and methods differ with the individual—is to avoid high-pressureing.

Forget Self

His method is "to put myself sincerely in the other's place, to think with his mind, see through his eyes. It means forgetting self. It's hard," he says—"hard because the salesman naturally thinks in terms of benefits to himself."

Fortified with what he considers a good idea, a salesman may fall into what Meyer calls "the idea trap." Because his idea is new, he may rush in to the prospect and sell it in terms of its novelty.

But that salesman, according to Meyer's code, has not done a selling job unless he can translate his ideas into concrete benefits, emotional as well as practical advantages for his customer. "The salesman is an interpreter between the manufacturer and the user of products or services. His dual task is to make the customer see the benefits, then *want* them."

Example: Polaroid Corp. had placed orders with H. S. Crocker. Meyer wanted to turn Polaroid into a more substantial customer. "Its Polaroid Land camera is remarkable," Meyer comments, "widely sold, successful, but unjustly thought of as more or less of a gadget. To lift it out of this class the company had to demonstrate conclusively that with the new model and improved film it is possible to make the finest photographs."

Meyer acquainted himself with the problem, began figuring on what printing he could suggest to help solve it. He explored the matter with Photographer Ansel Adams, an adviser to Polaroid. Between them they developed a brochure idea—a portfolio of photographs. The outer wrapping announced, "A Portfolio of Polaroid Land Pictures . . . by Ansel Adams." Inside were nine reproductions of Adams photographs treated

by Crocker with a special press varnish to give them unusual depth and brilliance. Glanced at casually, they were hard to distinguish from the originals.

Text explained that the photographs were made by Adams with the Polaroid Land camera "to explore the possibilities of some of the new Land film types under development."

The text continued: "We are proud to send you these great prints by Ansel Adams which appear in the 1954 issue of U. S. Camera Annual." There was no advertising in the ordinary sense. An editorial column discussed Adams' work with the Polaroid Land camera and his opinions of its technical and artistic possibilities.

With this kind of presentation Meyer and his firm gave Polaroid a promotional piece in which the performance of the company's product was so self-evident that claims were unnecessary. "Selling is easy," Meyer says, "once you find a way to translate your product or your service into an unquestionable benefit for your customer."

Go Around Objection

Commonest weakness Meyer has observed in salesmen is their lack of knowing how to get around obstacles. "Usually, a salesman tries to meet them head on. But human nature being what it is, the more you push directly forward, the more your prospect will push directly back." Meyer's way is to go around the prospect's objection. "Show respect for it, see its merit, and dispose of it by sparring . . . I can understand why you feel as you do. But have you considered this?"

Price is a familiar obstacle, particularly in the printing business. One of the first inclinations of many salesmen and their employers, when a coveted order seems about to evaporate, is to cut the price. Meyer, on the contrary, when faced with a price objection and price competition, does not argue it down or try to combat it. He cheerfully admits that his price is higher. "A good salesman knows that price is only one factor." He points out that a cut price, a very low price, "may be a warning rather than an advantage. Far from being an inducement, possibly it should put the customer on his guard."

Example: Meyer and his company recently bid on a direct mail promotion for the Sterling Furniture Co., San Francisco, a retail firm with stores in several California cities. Sterling's president, W. O. Saxe, had been im-

pressed by a Bear Creek Orchards direct mail promotion in which Meyer had had a hand.

Saxe obtained quotations from a number of firms. Meyer knew that his price was not the lowest. In fact the promotion he developed for Sterling was expensive. It consisted of a special person-to-person letter announcing a forthcoming Sterling sale, and stressing the benefits of attending.

With the letter was a piece of printing which presented what Meyer called "high fidelity half-tones" of the buys to be featured at the sale. The photographs had been treated with Crocker's special press varnish. The paper felt different to the touch. The total effect was new and startling. But the prospect was not convinced that he needed such an expensive job.

Meyer did not deny that it was costly, but he cited what the store could expect from the promotion; showed that it was an investment, not an expense; convinced Saxe that by its very quality it would bring in the type of customer the store most wanted.

Meyer sold the job. Sterling enjoyed the successful sale he had predicted. Crocker gained a customer.

The fact that a good idea has been used once, or several times, does not mean that it cannot be used many more times in selling. Says Meyer, "Other salesmen and I are often inclined to waste time and energy going where the grass looks greener instead of cultivating better the fields we know. There are relatively few good ideas that can't be sold over and over.

"Instead of a vain reach for a bright new idea, a salesman can develop a new application of a proved idea for the same buyer, or adapt the same application to the needs of a new buyer."

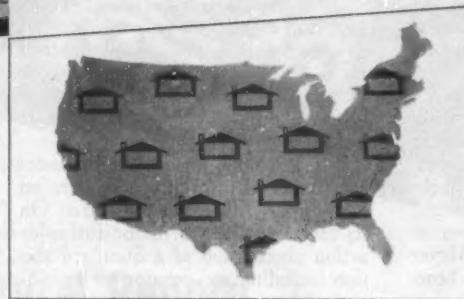
Adapt Ideas

The "high fidelity half-tone" technique, for instance grew out of a job Meyer sold to the Yosemite Park and Curry Co. Later it was adapted to provide promotional benefits for other customers, as in the case of Polaroid Corp. The adaption is always complete and the presentation made in terms of the prospect's specific need or problem.

Samples can be misused or overused in selling, Meyer has found. "Too often for the opening gambit in a presentation a salesman pulls out a sample of what has been done for another customer, leaving it to the prospect to figure out how it applies to him. If you are talking to a dealer, it is well to remember that he is



Says an Indiana advertiser (name on request): "We are very pleased with the results obtained from our advertising in Practical Builder. We consider your magazine one of the best mediums for reaching building contractors, and we are certainly planning to use it in the year ahead."



To sell Builders you must reach Builders

*Looking for builders, Mr. Advertiser? You'll find some of them in plush offices in big cities... but you'll find most of them elsewhere: in big cities and small cities, all over the U.S.A. In short, you'll find builders where you find people. Juggle figures all you like... you can't get away from this immutable fact: The spending of the light construction building dollar parallels our distribution of population. So we repeat: To sell builders you must reach builders. And that automatically means **practical builder** It's the magazine that reaches more builders than any other publication because it's the magazine they reach for; the magazine edited by builders for builders; the magazine that delivers builders who are buyers (not just buying influences) at lowest cost!*



**...of the light
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

not buying your product, he is buying turnover. If you are talking to a user, or helping someone else to interest the user, remember that he is buying efficiency, time, labor-saving, or some other benefit . . . Holes may be sold to people not aware that they have much interest in augers."

Meyer has learned to extend his working time by using letters to get sales under way. Some sales may be handled entirely by mail. "Correspondence gives a salesman an obvious chance to practice planned selling," he explains. "When I wonder if I am on the beam, I check the outgoing letter file."

The other day Meyer solicited a new prospect by mail. "May I make a couple of suggestions?" he wrote. "One suggestion might save you considerable money. The other might increase your sales spectacularly." Whether approaching a customer or prospect by mail or in person, Meyer automatically thinks and sells benefits.

Most salesmen work from a set of principles, whether they are fully aware of it or not; some have well thought-through methods. Like Meyer, those in the latter category can develop a sale where apparently no further business exists. Example: Standard Oil Company of California, one of Meyer's clients, had been using a notification card to remind customers of services due on their cars. One side carried the name and address; the other, the message: "If your speedometer reads _____ miles or more it's time to let us help you take better care of your car. The service checked is due now." Four Standard services were listed opposite boxes for checking. The message closed, "Your Standard Station," and allowed space for address and signature of the manager.

COMING SOON . . .

the mechanics behind the most complex sales training program ever undertaken by an insurance company . . . how Prudential trained 21,500 men for authoritative salesmanship.

The card provided a useful service and did a job. It was inexpensive. Station operators sent out hundreds of thousands annually. Can you think of an improvement? A friend of Meyer's did, and pointed it out to him.

These are the changes Meyer made: He placed all of the service data on the address side of the post card. On its face he used a brilliant full-color action photograph of a Standard station including an operator, or attendant, and a customer. Meyer devised a series of these picture post cards, each emphasizing one of the station's services: "Free tire inspection" . . . "fast oil change" . . . "free battery service" . . . "Standard lubrication . . ." The series included a follow-up with the message: "Thank you for letting us service your car. Our lubrication service will help you enjoy more miles of safe, trouble-free driving. Come in again . . . soon."

The back of the card did the service job the complete card had formerly done. The face did an extra selling job. The presentation cost about \$100. Meyer took the dummy to the client. While it was being studied and evaluated, he pointed out that the original card did a service job, but the new one would enable Standard and its dealers to *sell* while they served.

There was one obstacle: higher cost. By convincing the customer that the new cards would do two jobs and establish him as a leader in the field (an emotional benefit), Meyer made a tentative sale. The company agreed to try out the cards, ordered a year's supply.

Before six months were up, the firm was back for more. The estimated year's supply had been used up in half that time. This was the reason: The Standard dealers were so enthusiastic about the handsome cards that they were stimulated to go to work and do a better selling job. They spontaneously sent out double the number of cards—which doubled Meyer's sale.

Another deep-rooted Meyer conviction is that successful selling is a team operation. "You may think," he says, "that Hugh McElhenny is a miraculous ball-carrier. And, of course, he is. But if you put glasses on the play and follow it carefully, you see holes being opened in the line for him, and key blocks being thrown down the field, so that he can make those spectacular runs.

"Naturally, Hugh knows exactly what he is doing. He has studied and practiced every deceptive hip swiveling turn. But how far would he get without a charging line, and expert blocking to help him?"

A salesman, Meyer feels, is even more dependent on his team—his organization. He ascribes much of his own success to a sympathetic manager and also to cooperative fellow workers.

The balance of his success Meyer credits to friends who have helped him to make sales. "What a salesman needs," Meyer states, "is luck, friends, knowledge of what he is doing, and a conviction that his job is important."

The End

**YOU'RE IN
-in a
\$2 BILLION
MARKET!**



WALLACES' FARMER
Iowa Homestead
Dante M. Pierce, Pub., Des Moines, Ia.

... and you're IN . . . in 9 out of 10 of Iowa's best farm homes . . . in the farm publication depended on most . . . in the top selling medium in the top farm market of the U.S.

ARCHITECTURAL RECORD

this
issue of Architectural Record
carries the largest volume of
advertising ever published by an
architectural magazine **281** pages

Why? Unprecedented sales opportunities in the architect-
and engineer-designed building market of course, but
equally important—

*increasing recognition by building product advertisers that one
magazine, Architectural Record, gives them thrifty, VERIFIABLE
coverage of those architects and engineers who plan . . .*

*. . . 94% of all architect-designed nonresidential building
. . . 73% of all architect-designed residential building*

BUILDING TYPES STUDY

OFFICE
BUILDINGS

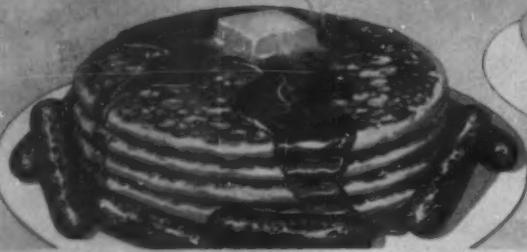
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APRIL 1955

Save Full Price of Pancake Mix!

When you try

JONES DAIRY FARM Sausage



A PERFECT MEAL
with your favorite brand of coffee!



**CLIP COUPON FROM FULL-PAGE AD IN
CHICAGO TRIBUNE—NOV. 11**

Buy a pound of JONES Sausage and a 20 oz. package of any brand pancake mix. Mail in coupon and box tops..

**WE'LL SEND YOU 25¢
refund**

SHELF "TALKER": This point-of-purchase card, tied into local newspaper advertising, was placed on displays featuring Jones sausage and any one of dozens of pancake mixes and coffee.

"Our Most Successful Campaign"

Jones Dairy asked, "How can we inject fresh excitement into our ads? How can we strengthen our position market by market?" The answer: Team up Jones' sausage with pancakes and coffee, and advertise in the newspapers.

BY ALAN JONES • Jones Dairy Farm*

Jones Dairy Farm has been a consistent advertiser for 50 years of its 100-year existence, but it seems to me that our most successful campaign was begun last October, when we decided to expand from our old reliable market. We wanted to attract new customers among the 30-40-year-olds.

As far back as last summer our advertising agency, George H. Hartman Co., Chicago, talked to us about strengthening our position market-by-market. We agreed with the agency that the "new family" segment of

population offered us a greater opportunity for expansion than our old customers.

Our obvious means was dramatic advertising—in the terms of that profession, "full-color, full-page, one-shot advertisements in selected daily newspapers," all with the same copy and pictures. We wanted to add "push" and consistency to our promotions to acquaint new families with our fine sausage. We visualized ads of our sausage smacking of pure country-style goodness. I believe that in all of us there is a love for "home style" food.

*Ft. Atkinson, Wis.

We realized that color and interesting copy might not be enough: Sausage should be eaten *with* something to be really enjoyed—and what else but good coffee and delicious pancakes? We tied in with coffee and pancake mix manufacturers, but not any particular brand.

In the advertisements we offered a refund of 25 cents to cover the cost of the pancake mix, and included a coupon for the customer to fill in and return with the top of a one-pound package of Jones Dairy Farm Sausage and the top from the pancake mix package. The package shown in the advertisement was labeled, "Your Favorite Pancake Mix." To the mouth-watering picture of the breakfast fast we added that indispensable component—a cup of coffee.

Point-of-purchase support for our campaign came from coffee and pancake mix salesmen who helped to build in-store displays. We realized the importance of getting not only their cooperation but that of our jobber salesmen as well. We have no sales force of our own, preferring to market through "store-door distribu-

How to avoid getting "Free" Publicity

Now and then you'll hear an advertiser complain, "We're not getting our share of free publicity."

If his statement is correct, he's lucky.

"Free" publicity is usually *poor* publicity, often *costly* publicity, and sometimes *very bad* publicity.

In the first place, "free" publicity, like the free lunch, is a snare and a delusion. Someone has to write, type, mimeograph, mail, perhaps take photos—and no matter who does it, it isn't free.

Of course what most people mean when they talk about "Free" publicity is that they didn't pay for editorial space at advertising rates. The implication is that magazines, newspapers, radio or television stations or whatever other form of communication they use for advertising, owe them something extra in the way of space or time in their editorial columns or on their regular programs simply because they are advertisers.

Sometimes pressure will get a publicity puff printed, but almost never in a publication with the kind of editorial integrity that builds reader confidence, and therefore reader action.

Long ago we learned that muscle is a completely inadequate substitute for real news when it comes to getting recognition for a client's operations or products.

Long ago, too, we learned that publicity, or in the broader sense public relations, is a specialized business requiring a set of aptitudes and skills quite different from any other business, including advertising.

That is why we, as an advertising agency, keep public relations separate through an affiliate company, Burson-Marsteller Associates, Inc., with its own offices and its own full-time people, everyone of whom has these basic qualifications:

1. He has worked in the editorial department of a magazine or newspaper and understands the needs and problems of editors.
2. He has industrial, technical, agricultural and/or commercial background. Some are engineers.
3. He would rather be a good public relations man than anything else.

In practice, those specialized qualities mean this: a Burson-Marsteller man can speak your language.



He may already have a considerable knowledge of your business or your industry. He can quickly absorb, and *understand*, the products, markets and objectives of your company and he has the specialized skills to translate them into stories or articles that meet the most rigid editorial standard. Conversely he will be the first person to tell you when you *don't* have a story an editor will print.

He knows the value of coordinating public relations with your overall marketing activity. He knows how to *work with* advertising and sales promotion, rather than to *compete against* it.

Burson-Marsteller Associates have a fine record serving many clients—some who hire us as their advertising agency, others who do not. They have never misled any of them into believing that good publicity can be free, or that cheap publicity is good. But they have provided a service that results in excellent editorial coverage at a very reasonable cost in dollars, and a very low cost in terms of output.

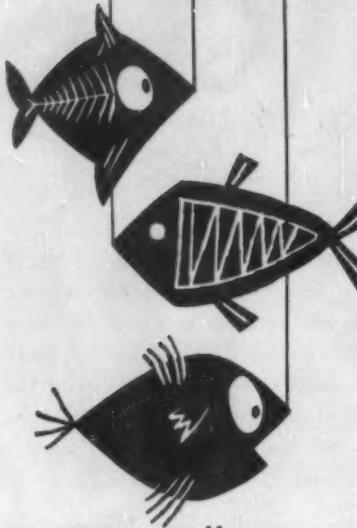
If you'd like to know how Burson-Marsteller Associates approach a publicity or public relations program, write for the booklet "WHO? WHAT? WHY? HOW?"

*Marsteller, Rickard,
Gebhardt and Reed, Inc.*

ADVERTISING

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Action A-plenty!



in Knoxville

POWER MARKET OF THE SOUTH

A recent bulletin released by Rand McNally & Company shows Knoxville as one of the 10 top cities in America in business gain. Metropolitan Knoxville is an expanding industrial area of over 350,000 people centrally located in the fertile 10,000 square miles of the East Tennessee Valley.

Here in the land of TVA power and Atomic Energy power, Knoxville is becoming known throughout the nation as the power market of the South.

Within the State of Tennessee and the area, Knoxville ranks first, percentage-wise, in: (1) population growth over the past decade, (2) number of married couples living in their own household, (3) largest number of persons per household, (4) lowest median age of population, (5) largest number of industrially employed.

Nationally, Knoxville is among the 60 largest markets in the United States. Its metropolitan area is larger than that of Charlotte, Nashville or Des Moines. It ranks second in Tennessee in population.

Blanketing this 55-county Knoxville Market is WATE-TV, only VHF station in the area. It's the eyes and ears of sales-minded advertisers who keep consumer buying at record highs. There could be opportunity here for you. Let us tell you the full story—today!



Affiliated with NBC and ABC • Network Color.
National Reps: AVERY-KNODEL, Inc.

Miss Jones and the Jones Boys

Jones Dairy Farm, Ft. Atkinson, Wis., began selling sausage commercially 70 years ago and has maintained its reputation of fine sausage products for a discriminating public. Home-style methods of sausage making include the use of imported spices and costly casings shipped from New Zealand. Sales have always been made through general distributors and wagon jobbers to hotels, clubs, restaurants, independent grocers and chains. Many stores prefer to order directly from the Farm and have done so for 50 years.

The company has shown a steady growth. The product, pork sausage, was always considered a specialty item, not affected by outside influences. An equally fine line of Jones' hams and bacon are distributed nationally through the major volume is in sausage.

Jones' market: the middle and upper income group.

Jones Dairy Farm, a family operation, is headed by Miss Mary Jones as president, with Alan, Jr., and Edward Jones operating the company. Bill Jones, son of Alan, is manager of the eastern market; son-in-law Arthur "Skip" Paddock is assigned to the Middle West; Bob Armbrust, a fine-foods broker, covers the Pacific Coast.

tors" (wagon jobbers).

To launch our campaign, we decided on Detroit as a trial run. Six weeks before the full-page advertisement appeared, we ran smaller black-and-white ads, spotting them first over super market chain advertisements, then over independent grocer names.

In New York we started our fall promotion with the full page in the *New York World-Telegram* and *The Sun*, October 21; the campaign ran in Chicago a bit later, with the big ad appearing in the *Chicago Tribune*, November 11. It appeared in the *Los Angeles Times*, December 2. The advertisement did not appear in color in New York or Detroit, because of lack of facilities for that kind of newspaper printing.

Running of the full-page advertisement climaxed our premailing of "teaser" material to grocers—leading independent super markets, and meat buyers and merchandise managers of all important chains. Each piece was designed to arouse their curiosity, the final piece in the form of a simply-cut jigsaw puzzle. They learned what it was all about when they put together the four parts.

We also sent letters describing the campaign to district managers of coffee and pancake mix firms, and to their home economists. Proofs of the color ad were included. Newspapers cooperated by sending out merchandising letters and making calls on leading chains in the grocery field.

Grocers received shelf "talkers"

for their pancake and coffee shelves and counter displays for meat counters.

With the help of Bill Aaron, Hartman merchandising director, and John Holloway, Jones account executive, we approached the Reuben H. Donnelley Corp. about engaging its salesmen to make calls on the better independent grocers in Chicago and New York. Their objective was not to sell for us, but to see that point-of-purchase material was displayed in the stores. Not sell? These men picked up 150 new accounts for us in New York and 50 in Chicago.

Sales results: In New York, we showed a sales increase of 14%. In Chicago in November sales were up 13% over 1954. In Los Angeles, December sales were 21% over the same month of the previous year.

One Chicago chain realized a November sales increase of 65% over the previous month; another nearly doubled its sales of Jones sausage. Chicago chain store and independent super market increase figures were fairly typical of what happened in New York and Los Angeles. Los Angeles showed the greatest increase, because more chains featured Jones sausage in their advertising. Pancake mix salesmen representing various local and national makes requested Jones' p-o-p material and placed it near their own store displays.

Several coffee salesmen followed suit.

In Chicago, a pancake mix manufacturer used his own radio spot program during the week of the Jones

promotion to feature the "Jones Sausage 'n Free Pancake Deal."

What happened to the box top offer? Almost every conceivable pancake mix box top came in, but the total of 25-cent refunds for pancake mix was infinitesimal compared to net results.

We have always been consistent users of national magazine advertising but had not previously used this promotional type of advertising. It appears to have been successful, and we plan to continue with a similar campaign this spring and next fall.

We hope to concentrate in more markets, and will study the use of radio and television in conjunction with our other advertising.

The campaign had two good extras for the company: (1) It renewed interest in promotions, which (2) kindled enthusiasm among our dealers and distributors. They realized that we were not set in our ways, but were going forward with aggressive merchandising and advertising.

I believe three basic things made this promotion a success: (1) the promotion itself, which was somewhat novel; (2) the intensive coverage of the markets we selected; (3) the tie-in help of the coffee and pancake mix manufacturers at the local level.

The End

Unusual Business Card Opens Many Doors

On their business cards salesmen for Superior Tube Co., Norristown, Pa., have a tiny whisker that "opens" almost any door. The whisker, fixed to the card with cellophane tape, looks like a piece of fine wire — in fact, it might be mistaken for an inch-and-a-half fragment of the C string of a tenor banjo. And it is an incurious customer, indeed, who does not wonder what it is.

"What's the piece of wire for?" customers inquire.

"You mean the tubing?" the salesman counters.

"Tubing! It is just the size of wire. How could it be hollow?"

"It's hollow, all right. Matter of fact, we make tubing even smaller than that. But if we put our smallest seamless tubing on a card, you couldn't even see it."

By now the customer wants to know about tubing — first, what sort of tubing is this on the card? It is Superior's pure nickel tubing, he is told, .010 of an inch in diameter. The wall thickness is .002 of an inch. He is then shown cross sections of other Superior tubing.

*Now you can enjoy this new speed
... new restfulness of flight*



TRANS-CANADA AIR LINES

introduces to North American travellers
the incomparable



Powered by Rolls-Royce propeller-turbine engines

Be one of the first to experience the hushed speed, the remarkable lack of vibration achieved by the Viscount with its Rolls-Royce propeller-turbine engines. On European air routes, where it has already logged more than 200 million passenger miles, this amazingly smooth four-engine airliner has won instant acclaim. The Viscount is now flying U.S.-Canada and Canadian inter-city routes.

You'll like the panoramic view from its extra-large windows,

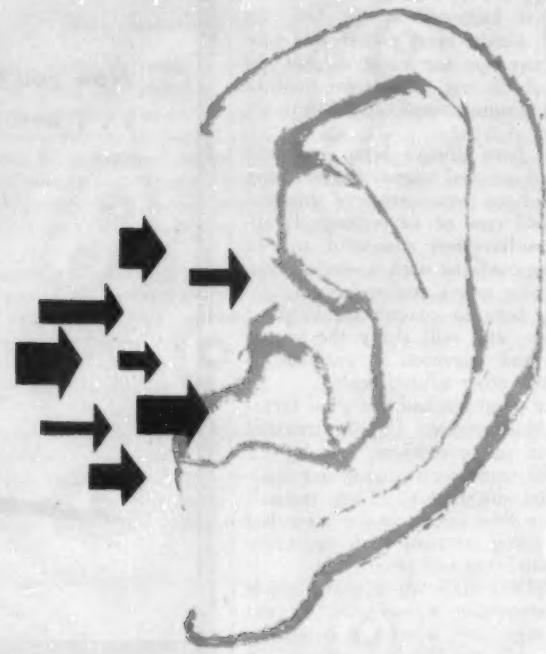
the spacious comfort of its smartly appointed interior and two-abreast seating, the even air-conditioning of its pressurized cabin. On your very first trip you will agree that "To fly Viscount is to prefer Viscount." No extra fare. Consult your travel agent or the nearest office of Trans-Canada Air Lines in New York, Chicago, Detroit (Windsor), Cleveland, Boston, Seattle - Tacoma, Tampa - St. Petersburg, Los Angeles.

GROUP TRAVEL AND CONVENTION DISCOUNTS



TRANS-CANADA AIR LINES

One of the world's great airlines



How to Listen When Salesmen Air Personal Problems

BY ROBERT C. MONTGOMERY
*Partner and Sales Manager, The Stevens-Davis Co. (Sales Training)**

What do you do when salesmen come to you for help with their personal, domestic or financial problems?

Ply them, like a nursemaid, with advice and suggestions as to how they should run their affairs? Start out every other sentence with "Now if I were you," "Here's what you should do," and the like?

And what do you do when your salesmen bend your ear with their gripes and complaints? Start arguing with them, try to set their thinking straight, get them to see the light by convincing them that their complaints stem more from their own ineffectiveness than from any basis of fact?

Probably nine out of 10 of us do exactly this, yet it's my conviction that when we do, we're wasting our time. We accomplish little in helping our salesmen or improving their morale. More to the point than trying to play the role of nursemaid or professional advice-giver (and there's nothing most of us enjoy more than

trying to tell others how to run their affairs), is to play the part of a father-confessor—a sympathetic, interested listener—and in this way give our salesmen a greater insight into the nature of their problems so that they can solve them *their own way*.

This is the *only* way they're going to solve them anyway, so why waste breath giving them your views and opinions? They'll accept and act on them only if your opinions happen to be in accord with their own established patterns of thought and action.

If you don't believe this, try putting yourself for a few minutes in the salesman's (or employe's) shoes. (They may not fit too well, but try them anyway.)

If you are worried or upset by a problem and seek someone else's help in solving it, you expect that person, first of all, to be a patient and attentive listener—to be willing to hear you out before attempting to give you advice or suggestions.

If, however, instead of first hearing you out, he goes off half cocked,

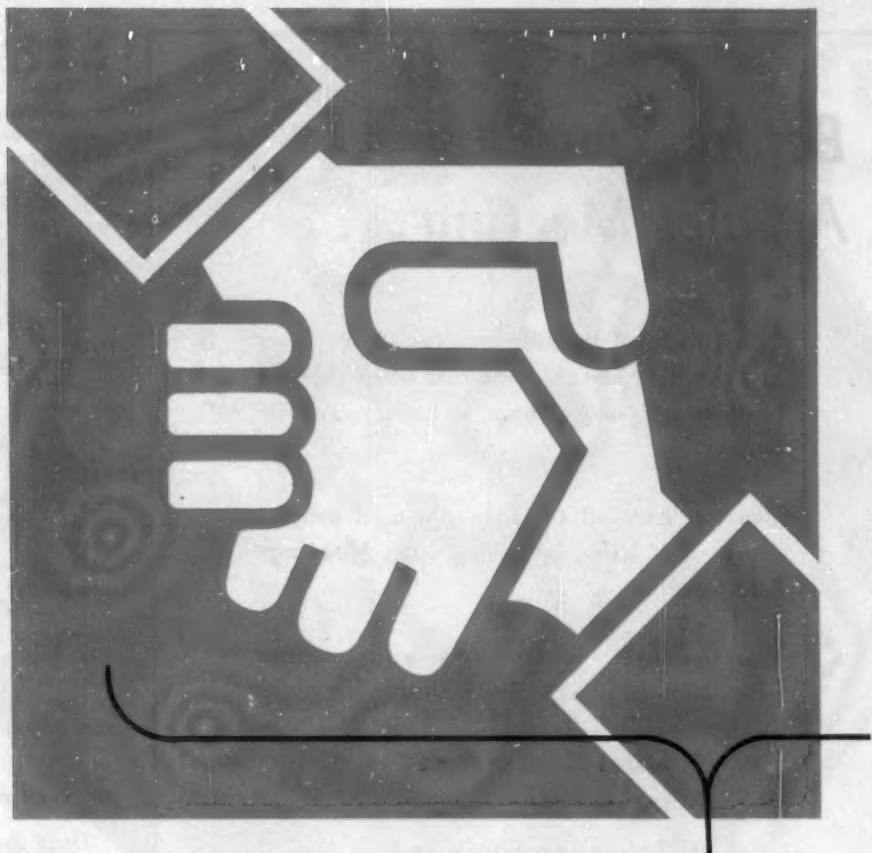
jumps to conclusions, and starts almost immediately dishing out advice and suggestions, you probably go away in just as uncertain a state of mind as before.

All the advice he heaped on you, no matter how good his intentions, is of little value to you because you haven't made up your *own* mind about following it.

That holds true when a salesman or employe comes to see you with a problem, gripe or complaint. It will do no good to dismiss it lightly as of minor importance, give him some brief, off-hand advice or suggestions, then expect him to go on his way rejoicing—with a pat solution in his pocket and the burden of doubt or anger completely removed from his mind.

A method like this—though often indulged in by sales managers under the pressure of their work schedule—just won't do the trick. The problem or complaint will continue to simmer in the salesman's or employe's mind, and to upset or annoy him until

*Chicago, Ill.



more sales calls on ready buyers — — —

■ You would like to increase the number of calls your salesmen make on *ready* buyers. You can. — ■ A good catalog program is the key, because buyers in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been Sweet's business for 50 years. If you sell to the product design, plant engineering or machine tool markets, and would like to see some case histories, write or phone our nearest office. Sweet's Catalog Service: Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco.



Before You Plan A Sales Meeting . . .

You'll want all the help you can get to select just the right site . . . one that offers the best facilities and surroundings at rates you'd like to pay.

You can have all the help you need *without charge*, you know, by calling upon **Meeting-Site Service**.

This free service provides you with complete information on possible sites for:

- **Sales Conferences**
- **Dealer Meetings**
- **Traveling Exhibits**
- **National Conventions**

Anywhere in the United States, Canada and Caribbean, facts on facilities and rates are yours for the asking. Simply tell **Meeting-Site Service** what facilities you need, for how many people, when, in what areas or cities. Complete facts—along with color brochures of hotels—will be sent to you immediately without cost or obligation.

MEETING-SITE SERVICE

A Free Service to Sales Management Subscribers

Operated by

Sales Meetings

Part 2, Sales Management

1200 Land Title Bldg. • Philadelphia 10, Pa.

he finally arrives at some solution of his own.

No matter how willing or anxious people seem to be to get your advice, or how thankful and appreciative they may appear to be when you give it to them, rest assured they will rarely act on it unless it fits in with their own preconceived notions.

Not that people are ungrateful. They are just *human* and prefer to solve their own problems—especially when given a chance—on their own.

The listening technique is therefore the one to adopt because it allows the troubled or angry individual, sooner or later, to talk himself into his own solution of his problem, or to uncover the basic reason for his bitterness.

Conducting this type of interview requires a special approach and technique. For example:

Relax, if you can, and give the individual your full, interested and sympathetic attention. Don't just listen with half an ear—give him your absolute, undivided attention. Keep your mind from straying to outside matters. By all means, be friendly, but intelligently critical. And be sure to hear the person out.

No Recriminations

Don't show your authority. Try to give the salesman or employe the impression that he is talking to another person on his own level, and that nothing he says will ever be held against him. The more successful you are in this, the freer will be his analysis of what's bothering him, and the easier it will be for both of you to get to the bottom of the difficulty. Otherwise, a *satisfactory* solution will never be reached.

Above all, never try to direct the course of conversation by asking leading or direct questions. The purpose of the interview is to allow the other person to speak spontaneously and freely, without fear of reprisals. Ask questions only when necessary to keep his talk moving along.

Two more points to remember: (1) Avoid giving advice or passing ethical or moral judgments on anything the individual says, whether or not you agree with him; (2) avoid arguing with the person; arguing interrupts his train of thought, prevents his free expression of ideas; it forces him into defensive attitudes and may build up stubbornness and resentment in him, thus negating the effectiveness of the interview.

This method will, of course, take time—time most sales managers and sales executives find hard to spare.

The End



SPATTERDASH OF INK COLOR
... ink drum lid photographed
in a Gair Folding Carton Plant.

With the right colors, your carton speaks up!

Some cartons talk up to the shopper — others just mumble.

At Gair you can count on getting the first type. For one thing, we take a long look at your marketing set-up by means of a Gair Package Analysis*. Then we know what we're shooting for when your carton arrives in our printing department.

But finding the exact colors to make your carton speak up also takes a deep knowledge of printing inks, plus a patient willingness to keep mixing them — till suddenly they're right. Colors that are only "pretty close" to right won't do on the nation's self-service counters where your product carton is on its own.

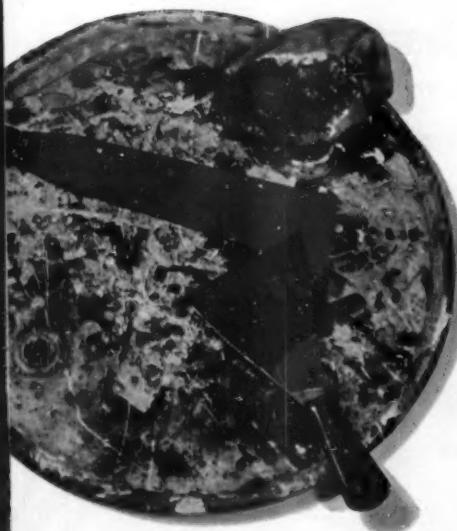
*Gair Package Analysis is the unique service which blue-prints a successful carton for your product. Your nearest Gair office will be glad to have a representative call. No obligation, naturally.

GAIR
ACM

creative engineering in packaging



ROBERT GAIR COMPANY, INC. • 155 EAST 44TH STREET • NEW YORK 17, N.Y.
FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD



Service makes a difference when you ship by United Air Lines Air Freight



Mr. Charles F. Pennock, Philadelphia wholesale florist, inspects an air freight shipment arrival.

United Air Lines has always specialized in service designed to meet individual shipping needs.

Take, for example, flowers. A steady user of United Air Lines Air Freight service is the S. S. Pennock Co., nation's largest wholesale florists with main offices in Philadelphia. Mr. Charles F. Pennock, President, says: "United Air Lines is recognized throughout the industry as an air carrier of flowers and has gone out of its way to co-operate with florists to find the best means of handling flowers for air shipment."

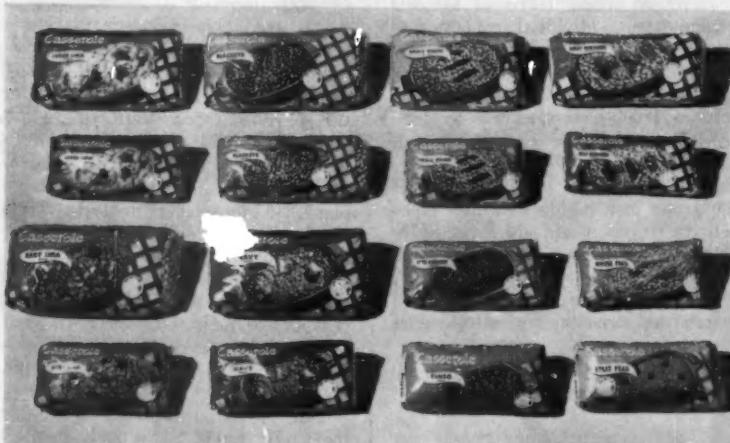
In the same way United Air Lines can help solve your shipping problems with specialized service for fragile, perishable or unusual products and for scheduling of shipments. You'll notice a *difference* when you ship by United.

Discover the advantages of United Air Lines Reserved Space Air Freight—write for "Industry's Flying Partner," Cargo Sales, Dept. United Air Lines, 5959 S. Cicero Avenue, Chicago



UNITED
AIR LINES

MORE THAN 254 MAINLINER® FLIGHTS DAILY—AIR CARGO ON EVERY ONE



BEANS BY THE BAGFUL and dried peas, too, are now marketed under the Casserole brand by four bean and pea grower cooperatives. Attractive package, grower-to-market shipping and cooperative merchandising have successfully worked to expand sales and increase profits.

Bean Growers Cooperate To Spur Sales, Cut Costs

Faced with an uncommonly low margin, plus consumer apathy toward better quality legumes, four dried bean and pea cooperatives join to promote, package and distribute selected items under a single brand name.

BY ELSA GIDLLOW

There are a few products so stubbornly unglamorous — by superficial standards — that they are the despair of those charged with promoting them. Yet these same little Cinderellas can be a challenge.

Take the humble bean. It doesn't need an industry Gertrude Stein to recognize that a bean is a bean is a . . . through the gamut of large and baby limas, blackeyes, navy's, small white, dark and light red kidneys, yellow eye, cranberry beans, jumbo marrows.

Billions of eager beans are looking for consumers. How are they going to find them? Please don't make the bean producers unhappy by saying, "Advertise!"

"You know, beans are *not* advertised. Did you even see an advertisement for beans?" The questioner is Bill Daughtry whose job is selling

lima beans for his firm, the California Lima Bean Growers' Association. He is also a force in a new organization, the American Bean and Pea Growers' Association.

Qualifying his statement slightly, he says that of the more than 100 bean packagers in the United States, only his association does any advertising of consequence — for its Seaside brand limas. Seaside Limas have been advertised for years.

This absence of bean advertising is traceable to the fact that nowhere along the distributive line is there enough margin to justify the cost of an effective campaign. Beans and peas are "price" items. They are victims, too, of the persistent practice of ruinous "competition" in some areas of the legume industry.

Growers and distributors have long felt themselves caught in an impasse.

Those with better-grade legumes have suffered most. How convey to the public that better beans are available and worth a slightly higher price? Legume men admit that their product is primarily "a poor man's food," but see no reason why it should be exclusively that.

The middle class market looks good to several of the nation's biggest pea and bean cooperatives. They might think up slogans, plan a bean-glamorizing campaign for outdoor boards and home service magazines, but they don't have a million dollars to spend that way.

Packages? Yes, a lot could be done in today's self-service markets with an outstanding package to identify high-quality legumes and provide menu suggestions for today's busy housewives. But how persuade a dried bean to relax and cook quickly enough to compete with one-minute macaroni, one-minute rice, two-, three- and five-minute meals?

An effective package would cost so much that the retail price would go up — too high to produce volume sales; profit margins would vanish.

A way out of this impasse appeared when industry heads, in a series of conferences, laid plans for an unusual cooperative endeavor and adoption of a new distributive plan.

Four of the nation's largest dried bean and pea cooperatives agreed to market selected top quality items from their respective lines under a single brand name, "Casserole." The four are: Inland Empire Pea Growers' Association, Oakesdale, Washington; Western States Bean Cooperative, Denver; Michigan Elevator Exchange, Lansing; California Lima Bean Growers' Association, Oxnard, Cal., largest of the four and the last to join.

The super-cooperative thus formed became, in September 1953, the American Bean and Pea Growers' Association. James Bliss of Michigan Elevator Exchange, originator of the idea, was named president; Wayne Chastain of Inland Empire, vice-president; John Cruse, Western States Bean, secretary. A. L. Maddux, manager, California Lima Bean Growers, and Daughtry, sales manager, advised on competitive selling and promotion.

The association represents approximately 6,000 growers, marketing 18 different varieties of dried beans and peas. Each of the four grower groups has the reputation of producing top grades of its own particular specialties.

Thorough study preceded adoption of the marketing plan. Main steps outlined:

1. Use high-volume marketing beans for the integrated promotion.
2. Institute uniform high-standard grading to guarantee quality.
3. Use the most acceptable kind of package and most popular sizes (one- and two-pound bags, larger sizes added to meet demand).
4. Choose package design and color scheme for maximum shelf attention.
5. Use the name Casserole on all varieties and packages.
6. Set up a central agency in Denver to perform order-taking and order-dispersal functions.

7. Relay orders taken at Denver to indicated individual cooperatives for shipment direct to customers by truck or rail. Use of a truck pool is effecting sizable savings in freight costs as truck-pool rates are appreciably lower. "These economies—and the ones effected by our volume purchase of bags," says Maddux, "put the group in a highly favorable competitive situation and are expected to help us to meet keen, unyielding competition."

8. Have central agency maintain warehouse inventories of all varieties

for rush shipment to nearby markets.

All products marketed under the Casserole brand are pooled for sale, with orders systematically routed through the central headquarters after they have undergone uniform grading and other standardization operations—"just as if they were all graded, packaged and shipped from one huge plant," Maddux explains. He refers to the Denver office as the "nerve center" of the multiple co-op.

The four cooperatives represent a production of some 119,000 tons of peas and beans. A large percentage of this total, they predict, will eventually be marketed under the Casserole brand name.

This projected huge tonnage under the single brand name is controlled entirely by the growers themselves and all varieties are shipped directly from grower to market. A more common practice is for a "middleman" packer to package legumes (and other dried foods) under his brand name. ABPGA men point out that under such circumstances "neither the buyer nor the consumer has any control over the quality he purchases."



7-UP IS THE FIRST THIRST CHOICE OF THIS TWIN!

What's up in St. Paul? 7-UP, that's what! It's riding high on the crest of a popularity wave, with a 62.9% preference rating among soft drink buyers in the St. Paul "half" of the Twin Cities market, according to the brand new 1955 St. Paul Consumer Analysis Survey.

And what's more, Mr. and Mrs. St. Paul's bubbling enthusiasm for 7-UP isn't likely to change . . . thanks to a consistent, vigorous long-run advertising campaign that's still going strong in the St. Paul Dispatch-Pioneer Press.

Bottled Soft Drink Brand Preference in St. Paul

BRAND	1955	1954
7-UP	62.9%	...
Brand B	43.4	...
Brand C	19.6	...

Don't just guess about where YOU stand in the St. Paul "half" of the land-o'-plenty Twin Cities Market. Get the straight facts from the 1955 Consumer Analysis Survey. It's a crystal-clear picture of the brand preferences and buying habits of the 427,800 people who read . . . and BUY from . . . the St. Paul Dispatch-Pioneer Press. For your copy, contact your Ridder-Johns representative or write, using your company letterhead, to Consumer Analysis, Dept. D.

**ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS**

Representatives

RIDDER-JOHNS, INC.
New York—Chicago—Detroit
Los Angeles—San Francisco
St. Paul—Minneapolis

Packaging Was Key

Packaging, it was unanimously agreed, was the key to successful merchandising and promotion. ABPGA decided to go all-out with a multi-color bag.

There is no legume package like the Casserole bag on the market. It features six different designs, rotogravure-printed. Practically every color and color combination is used.

The designs dramatize these leading volume beans of the four cooperatives; navy's, blackeye, red kidney, baby lima, large lima, and pinto. The packages sell themselves, however placed, and are recognizable from all sides. Each package has two recipes, one for the "old-fashioned" or slower-cooking dish, the other for quick cooking. Recipes are worked out and tested by staff home economists of the California Foods Research Institute, headed by L. B. ("Deacon") Williams. Cooked products are displayed in oval casserole dishes in full color. Color photographs of ready-for-table dishes were used for vignettes. Says Williams: "Developing arresting photographs for the bags was one of the greatest challenges our 28-year-old organization ever faced."

Maddux adds, "Vincent Green, West Coast art director for Shellmar-Betner Flexible Packaging Division, Continental Can Co., producer of the packages, and his three staff members, put in about 500 man-hours preparing

the vignettes and putting finishing touches on the package design."

Production details were as carefully handled. For the one-pound bag 450 MST cellophane was chosen, and 300 MST cellophane for the two-pound bag. The latter was made double-wall with reverse printing; the former, single-wall with surface printing. Film was supplied by E. I. du Pont de Nemours and Co. (Inc.).

The cooperatives receive packaging material ready for use, in roll form, from Shellmar-Betner's nearest packaging plant for processing on the coop's equipment and production lines.

Executives of the super-coop figure that the "Cinderellas" new dress costs approximately 30% more than costumes formerly worn by the best-dressed beans. "We have absorbed these costs and we sell our Casserole line at competitive prices in all markets," says Daughtry.

Objectives of the super-coop as summed up by Daughtry:

"1. To ship all varieties of beans directly from grower to market under one brand at the lowest possible prices and at the same time maintain the highest quality.

"2. To lower prices to the retailer through reduced freight rates resulting from direct shipment, thereby eliminating transit losses and backhauls.

"3. To increase sales through merchandising a package that is new and revolutionary to the bean business."

Results have been "way ahead of anticipations." Test marketing of Casserole brand was begun July 1, 1954. Sales records have been "encourag-

ing," so much so that the co-op heads have no doubt that the expensive new packaging program "will pay for itself in increased sales."

The organization is deliberately proceeding slowly. Member cooperatives are also marketing their original lines. The plan is to go into about 15 markets during the current crop season, thoroughly developing each market opened.

ABPGA works entirely through food brokers, selecting them with care. Interested in the experiment, these brokers are assisting with market de-

velopment and promotion. Retailers are responding in like manner. Says Daughtry: "It can be truthfully said that every food distributor today has a line of beans to offer. So, when we started the new Casserole line, there was no such thing as developing new markets or new customers for beans. Any customers we secured had to come from business available in the market, and had to be taken away from some packer. Our package, our quality, and our direct service have made it possible for us to do just that."

The End

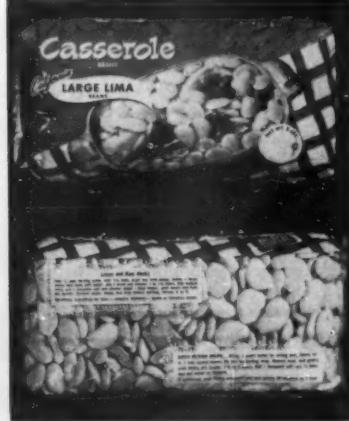
for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



**Mayflower follows through
to see that the families you
transfer are comfortably
settled and fully satisfied
with their long-distance
move.**

**AERO MAYFLOWER TRANSIT CO., INC.
INDIANAPOLIS, INDIANA**



COLORFUL and handsomely designed, the Casserole packages each feature two recipes: one for "old-fashioned" slow cooking; the other for modern quick preparation.



MAYFLOWER LONG-DISTANCE MOVING SERVICE - America's Finest

Fair Trade Repeal Faces Tough Road

The prestige of the Eisenhower Administration probably will be placed behind repeal of the McGuire Fair Trade Act. But the battle against killing the law is well organized now. Druggists now are buttonholing all congressmen.

BY JEROME SHOENFELD • Washington Editor

Weeks before the Department of Justice had come out against Fair Trade, before anybody in or out of Congress had said a word about repealing it, retail druggists were buttonholing senators and representatives. They knew what was in the wind.

Then, one late-March morning, the Attorney General's National Committee to Study the Antitrust Laws released its 394 published pages, six of which criticized Fair Trade, urged getting rid of it. Within hours, long, studied defenses were offered on the floors of Congress for insertion in the Congressional Record.

Most congressmen spent the first week and a half of April at home, on what was supposed to be Easter vacation. There, ready for them, were the druggists. Everybody who had dared quit Washington was to be visited and, in the course of the visit, persuaded gently or browbeaten and, finally, asked point-blank:

"Yes or no, will you vote to keep Fair Trade?"

Supremely Confident

By the time any bill to end that law reaches the floor of Congress, druggists will have placed a check or an X beside the name of practically every senator, every representative. From the way they talk to outsiders, most of the marks will be positive checks: Fair Trade will stay on the law books. On that, druggists admit not the slightest discouragement when they talk to newspapermen. That Fair Trade may break down of its own weight is another matter.

The Attorney General's Committee concerned itself with much more than Fair Trade. It covered almost every disputed interpretation of the Sherman Act, Robinson-Patman Act, every other act that makes up antitrust law. On all these, it took sides. Through the book it published, you'll

find discussions, scholarly detailed ones, of various trust law subtleties, usually ending: "The Committee recommends . . ."

The recommendations stepped on toes. Retail grocers don't like it that the Committee should applaud a rather recent successful defense to a Robinson-Patman charge of price discrimination: We had to discriminate "in good faith to meet the lower price of a competitor." Tire dealers are indignant that the Committee should deprecate a Robinson-Patman clause on which they've been trying for years to found a case: power of the Federal Trade Commission to set top quantity discounts beyond which additional purchases earn no further price cuts.

Ganging Up

That the committee angered so many helps its opponents. They can combine, form blocs, which is just what they're doing. One trade association secretary agrees to muster support for Fair Trade, in which he's scarcely interested, in exchange for rigid Robinson-Patman enforcement.

Recruiting, negotiating, swapping opposition keeps association telephones busy. But the Fair Trade bloc, it now appears, won't include new names: The assorted groups that agitated three years ago for the McGuire bill (Fair Trade), will agitate some more. Druggists have been trying to enlist farmer and labor union support and have been talking as if they might. But if you ask a trade union lobbyist about that, he'll look at you as if you were crazy: "Why should we come out at this late date for Fair Trade? We've always been against it."

Forming a bloc to support this or oppose that may sound easy. You just join together, you may suppose, organizing the testimony to be presented to Congress, keeping it from

getting too repetitious; expediting the mail from constituents, the telegrams and the personal visits. More is involved. Each trade association secretary wants not only victory but some of the credit for winning it. He wants a sales point for keeping old members satisfied and for booking new ones. He wants, in effect, a reasonably plausible claim: without our contribution, price wars and bankruptcy.

Such allocation of credit is especially delicate among associations that want Fair Trade. With fingers crossed, a trade association man is mildly hopeful that rivalry won't break into the open, as it did three years ago, between the National Association of Retail Druggists and the American Fair Trade Council, which represents manufacturers of hard branded products of every sort.

Private Fight

Back in 1949, NARD set up the Bureau of Education on Fair Trade, its instrument for collecting contributions from and mobilizing support of sympathetic drug manufacturers. The Bureau has been a prolific publisher of pamphlets, press releases, etc., showing how Fair Trade benefits everybody. Then, three years ago, when Fair Trade had to be saved quickly from the adverse Supreme Court decree letting non-signers cut prices, the Bureau decided that it wasn't enough to enlist only people in the drug industry. It sought from all interested retailers.

To John W. Anderson, president of the Fair Trade Council, that looked like an invasion. Heatedly, he wrote to John W. Dargavel, who heads NARD:

"As stated in my letter of July 31, I had hoped we might be able to reach an understanding that would enable us to go along on a fully cooperative basis in our efforts to obtain an amendment to the Miller-Tydings Act. I thought a short time back that we had reached an understanding that you would limit your solicitations for money to the drug field and that the diversified fields of industry practicing fair trade would not be invaded by your organization at any level. (Perhaps I misunderstood.)

"I therefore was somewhat puzzled by recent press releases in which you were reported as saying that NARD would proceed to organize under its



Here is the power to help you build extra sales—the new 1956 Belnap & Thompson Deluxe Prize Book.

Here is the extra incentive impact to help you overcome salesman inertia, extra impact to start your salesmen fast—start them digging in at the very first moment of your sales campaign.

And this Belnap & Thompson Prize Book has lasting power—power to keep your salesmen selling at top speed from the starting gun to the final sprint—because it's fresh, colorful, alive, stimulating.

To add the glamor of luxury travel to your incentive program, Belnap & Thompson deals exclusively with The American Express Co.

BELNAP & THOMPSON (Canada), Ltd.
P. O. Box #72 • Postal Station "D"
Toronto 9, Ontario, Canada

Strong claims, these, but one look at this new Prize book shows you its tremendous incentive power.

See for yourself the impact of its unique, wide-screen format with double-width pages in full color. See for yourself this 64-page Prize Book with color sparkling on every page, with 24 pages vibrant with full color. See for yourself the 1600 luxurious prizes, all nationally known, all the class of their class.

Belnap & Thompson's 1956 Prize Book has the impact to make plus sales for you. Write for your copy now.

Belnap & Thompson, Inc.

Incentive Center • Palmer House
Chicago 3, Illinois

leadership all retailers interested in fair trade on a local area basis...

"I can recall no major achievement in fair trade, John, during the considerable number of years, resulting from activities by you, that could justify diversified manufacturers and resellers, who do far more dollar volume in fair trade than does the drug industry, in believing any responsibility in this matter should be relinquished by them to you and your organization..."

Dargavel's reply was conciliatory, if not exactly friendly. He was not, he wrote, soliciting money outside of his own field, but was organizing the unorganized, wherever they were to be found:

"As I told you over the telephone," he amplified, "I do not think you people are in a position to do that kind of job. You must remember that we have a hard core of druggists in every state and county of this country and that they are pretty well organized. In many cases we are already working with other groups on state legislative matters and it would not be hard to get them in action insofar as 'fair trade' is concerned. I don't see where you should have any objection to that."

Keeping peace within the ranks is complicated by the feeling among drug men that other industries are, so to speak, trespassers in Fair Trade. A retail proprietor put it this way:

"If you had only our business in it, you wouldn't have any trouble. Nobody would be complaining. Do these discount houses fill prescriptions?

Sure, with all these other lines doing it, we have more support. But we have more misunderstanding by the public, too."

To get druggists to bully or cajole their congressmen or to write letters to local editors requires no pounding by NARD or its Bureau. A bulletin need only mention that there might be a Fair Trade bill and at once congressmen are hearing about it. John L. Lewis never called strikes, but merely announced the absence of a contract. Druggists are as sensitive as coal miners.

NARD pinpoints the belligerent responsiveness of its members. Through its bulletins it keeps members aware of the progress, if any, of whatever legislation is introduced: committee hearings; House Rules Committee, which decides when, if ever, bills go to the floor; the dates the bills are sent to the Senate and House floors.

When the bill is before a committee, charged with examining it coolly and patiently, members get thousands of letters, wires, telephone calls; they are visited almost daily by constituents. As the bill goes to the Rules Committee, the same fusillade is trained on its members. Finally, if it gets to the floor, all Congress is showered.

The Fair Trade Council, evidently, will work up material for use by manufacturers of fair-traded products, to be distributed to jobbers, retailers, customers. All this, it is hoped, will be appropriately translated into congressional mail. That, approximately, is the way it was done

during the 1952 campaign which Anderson, who heads the Council, writes SALES MANAGEMENT, will more or less be repeated:

"Most definitely, AFTC will oppose within the limits of its by-laws any attempt to repeal the Miller-Tydings and the McGuire Acts. As an educational organization, AFTC has a responsibility to keep its members and the public informed on changing trends relating to Fair Trade, as well as on the details of congressional action.

"I prefer to withhold, for reasons I am sure you will appreciate, comment regarding the specific details of our program. In general, it will follow along the lines of our 1952 educational campaign with which you are familiar.

"Again, let me express AFTC's appreciation to you for writing us."

Yet, Federal law may be the least worry of those who want Fair Trade. High courts in five states—Arkansas, Florida, Georgia, Michigan, Nebraska—have ruled against non-signer clauses. So far, only California, Delaware, New Jersey and New York have upheld the McGuire Act under which non-signers may be bound. All over the country, non-signers have been preparing state court suits.

Fair Trade Erodes

Nor are suits in state courts the main worry. Even where the law stands most solid, Fair Trade is eroding. Discount houses manage to buy branded merchandise and to sell it cheap. Their business is supposed to top \$5 billion and it is growing. Moreover, you're always hearing about some new discount house promotion. In Washington, D. C., territory, the Greenbelt consumer cooperative just circulated among its members a furniture discount card.

A retail druggist tells you that it isn't in his business, in drugs, that Fair Trade is breaking down. If the drug industry could have a Fair Trade law just for itself, perhaps with drug stores given public utility status, he may suggest, there'd be no trouble. Drug agreements are kept. On Capitol Hill there are rumors of efforts to draft appropriate state laws.

A drug man explained why Fair Trade works in his field. First, a druggist handles prescription drugs. On these no suggested price is needed. The druggist is a professional man who sets a price as a doctor sets a fee.

Second, drugs are below the price range that invites serious haggling, insistence on bargains. The amount of a concession isn't usually worth the walk to a cut-rate store.

The End

* CELLOMATIC

A REVOLUTIONARY NEW MEANS
OF ANIMATED PROJECTION
FOR SALES MEETINGS

Now, for the first time, your live presentations will achieve the impact, movement and flexibility of motion pictures... all this on a slide presentation budget.

THANK YOU!

To the National Visual Presentation Association and the Sales Executives Club, our thanks for awarding First Prize in the Film Slides-Sales Training Category to the Anheuser-Busch entry—created by CELLOMATIC.

Write for information today. Better yet, See Cellomatic in action at

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*PATENTED BY HOWELL-ROGIN STUDIO, INC.



PACKAGING TAKES Teamwork . . .

it isn't bought by one man



There is no set pattern as to
the number of persons, or titles that
influence packaging decisions . . .



Packaging Parade

REACHES THEM ALL

Effective selling calls for reaching *all* those who influence packaging decisions. That is why **PACKAGING PARADE** is essential. It reaches *all* the key people in *all* major buying concerns. Here's how:

- 1.
- 2.
- 3.

SELECTED COVERAGE: *Packaging Parade's* 18,500 circulation is confined entirely to large and medium buyers that account for over 75% of the industry's total sales.

CONCENTRATED COVERAGE: *Packaging Parade* concentrates its coverage on the domestic market where selling is more convenient and economical.

FULL-ACCOUNT COVERAGE: *Packaging Parade* is read by all key people in major buying concerns who are likely to make, or influence, buying decisions.

PACKAGING PARADE's complete, full-account coverage of important domestic buyers provides effective sales coverage for advertisers who have increased their use of PACKAGING PARADE by more than 54% within the last five years—convincing evidence that PACKAGING PARADE can be an important part of your sales effort. Let us show you how.

Hiram Walker & Sons, Inc., Peoria

Ralph I. Calligan
J.V. Chiles, Director of Purchases
R.I. Classen, General Superintendent
R.D. Gustafson
H.M. Hammann
G.D. Holman, Manager Cooperage Division
C.L. Johnson
R.E. Maier, Industrial Engineer
J.J. Malone, Manager of Bottling
C.A. Shenkle, Bottling Superintendent
H.E. Smith

PACKAGING PARADE's coverage of key packaging people at Hiram Walker & Sons, Inc., Peoria, Illinois, is typical of its full-account coverage of major packaging users. These people at Hiram Walker & Sons receive and read PACKAGING PARADE.

BPA
NBP

CONCENTRATED ON DOMESTIC BUYERS

a Haywood PUBLICATION

Packaging Parade

22 EAST HURON STREET • CHICAGO 11, ILLINOIS

HIRING SALESMEN?

**Write for a free sample
of our specialized
application blank**

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus of opinion among experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

386 Fourth Ave.,
New York 16, N. Y.

Milwaukee Study Reveals Shifts in Consumer Buying

Try scoring yourself on these questions about the Greater Milwaukee food market before you take a peek at the answers in the table:

From 1952 to 1955:

The percentage of the food dollar taken in by the neighborhood independent: Increased slightly? . . . Remained stationary? . . . Dropped slightly? . . . Dropped one half? . . .

The gains of A & P stores were: Greatest among medium-income families? . . . Or in those at the bottom of the economic ladder? . . .

While the neighborhood independents: Held up best among low-income families? . . . Or medium-income groups? . . .

Shopping in the Monday through Thursday period: Held about the same? . . . Increased sharply? . . . Sagged to a very low point? . . .

The answers to these and literally thousands of other questions about consumer goods and consumer shopping habits are found in the 32nd annual Consumer Analysis of *The Milwaukee Journal*. Separate sections in the 150-page spiral-bound book are devoted to foods, soaps, toiletries, beverages, homes and appliances, automotive and general. Consumer preference percentages and number of families using for leading brands are shown for all years 1952 through 1955.

Shopping habits for food are undergoing a steady change. In 1952 only 14.8% of women checked any day Monday through Thursday as the day when they bought most of their

groceries. Every year since then the percentage has increased, and today stands at 23.1. Friday shopping dropped slightly—from 49.6% to 47.0%, and Saturday dropped even more—from 35.3% to 29.5%.

When supers were in their infancy there seemed to be valid reasons for believing that they were more popular with the A and B families than the D and E. The well-to-do had greater mobility and they didn't need credit. The poorer families were more or less forced to trade in the neighborhood and to use credit.

If Milwaukee is at all typical of the national market, this picture has changed. In 1952, only 29.3% of the "under \$2,000" families did most of their buying at the A & P. Today the figure has jumped to 49.5%—almost double. In fact, A & P gets a higher percentage of the business of that lowest segment than of any other—while the neighborhood independents, who had 35.3% of that market in 1952, have only 11.6% of the same market today.

The two largest chains in the area, A & P and National, had, combined, 43.4% of the market in 1952. Today they control 49.3%. The neighborhood independents' drop from 27.4% to 14.1% was partly a loss to the two giants, and partly to Kohl's and Red Bell, whose combined percentage soared from 5.9% to 12.0%.

The Milwaukee Journal Consumer Analysis is available either direct from the publisher or through regional offices of O'Mara & Ormsbee, Inc.

Family Income Groups	A & P Stores		Neighborhood Independents		National Stores		I.G.A. Stores	
	1955 %	1952 %	1955 %	1952 %	1955 %	1952 %	1955 %	1952 %
\$10,000 and over*	32.5	N.A.	14.1	N.A.	10.8	N.A.	15.6	N.A.
7,000-9,999*	36.7	N.A.	14.4	N.A.	10.8	N.A.	10.6	N.A.
5,000-6,999*	38.6	N.A.	13.9	N.A.	9.9	N.A.	9.0	N.A.
4,000-4,999	42.5	122	13.8	54	8.6	97	7.6	93
3,000-3,999	42.6	120	15.3	56	8.2	102	6.1	80
2,000-2,999	41.1	107	13.7	50	10.1	130	11.9	216
Under \$2,000	49.5	135	11.6	33	10.3	93	5.7	80
All Groups	39.8	116	14.1	51	9.5	106	8.9	105

*In 1952 the top groups were \$7,000 and over; \$6,000-\$6,999; \$5,000-\$5,999

EXECUTIVE SHIFTS IN THE SALES WORLD

Chicago Wheel and Mfg. Co. . . .
Arthur T. Dalton to v-p in charge of sales.

Coca-Cola Bottling Co. . . .
Patrick L. O'Malley to v-p in charge of sales.

Dant Distillery Co. . . .
David H. Krasner to general sales manager.

Emerson Drug. Co. . . .
Francis H. McAdoo, Jr., executive v-p, to president.

Flying Tiger Line, Inc. . . .
John L. Higgins to director of sales.

General Foods Corp. . . .
George Hampton to executive v-p.

Grove Laboratories, Inc. . . .
Leslie A. Sauers to sales manager; John F. Van Deusen, Jr., to product manager.

Kee Lox Mfg. Co. . . .
C. K. Hellebush, Jr., to general sales manager; J. Carroll Doyle to assistant gsm.

Merchant Calculators, Inc. . . .
Wesley E. Jenkins to v-p and general sales manager.

Mead Johnson & Co. . . .
D. Mead Johnson to president and chief executive officer.

Motorola, Inc. . . .
Edward R. Taylor, v-p marketing and assistant to the president, to a director.

National Car Rental System, Inc. . . .
Walter Phillips to executive v-p.

National-U. S. Radiator Corp. . . .
Richard F. Gang to general sales manager, Viking Air Conditioning Division.

Pabst Brewing Co. . . .
William O. Dillingham to executive v-p for sales.

Paper-Mate Pen Co. . . .
Abe Imhoff to general sales manager and a director.

Rap-In-Wax Paper Co. . . .
William E. Zimmermann to v-p in charge of sales.

Quad-City Industrial Employment is up and steady

Employment at the large farm implement plants and at some 300 other factories is keeping pace with increased production schedules. Forecasts of a busy prosperous 1955 in the Quad-Cities have materialized into an active buying market.

The Quad-Cities offer you a good marketing opportunity. WHBF is "The Quad-Cities' Favorite".

Les Johnson, Vice Pres. & Genl. Mgr.



one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

WHBF CBS FOR THE QUAD-CITIES
AM • TV -- ROCK ISLAND

Call AVERY-KNODEL — New York, Chicago, Detroit



NOW . . . YOUR SALESMEN TELL YOUR STORY THE WAY YOU WANT IT TOLD

Your sales story can now be illustrated — in exact sequence — with full color pictures of your product, plant, and advertising plans. This amazing sales-stimulator takes 36 standard 35mm slides at a time.

The FR Port-A-View has been hailed by sales managers as an economical, effective sales aid that salesmen like to use. Used by America's top companies. At photo dealers or write FR for free 30-day trial.

fr

PORT-A-VIEW

Self-contained projector,
screen and automatic slide
changer

\$54.95

DISCOUNTS IN QUANTITY.
Weighs only 4 lbs. Sets up,
folds instantly, carries over
shoulder like camera.

THE FR CORPORATION 951 BROOK AVENUE, NEW YORK 51



Purchasing Agents Approve Over 5000 Orders for HEINN Loose-Leaf Binders in One Year!



It's an overwhelming vote of confidence for America's leading producer of catalog binders. Industrial suppliers in nearly every category now use Heinn Binders and Indexes to add selling power to catalogs and manuals.

Check this selling power yourself. Look at your purchasing agent's own library of catalogs and ask him which he considers most attractive and most useful. Then examine those he likes because they're inviting and easy to operate. You'll find that most of his "pets" (if not all) carry the Heinn trademark.

New...

"*Facts at Your Fingertips*," the booklet that simplifies catalog planning. When writing for your copy, please indicate your needs in binders and indexes.



THE HEINN COMPANY
314 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN
ORIGINATORS OF THE
LOOSE-LEAF SYSTEM OF CATALOGING
LEADERS SINCE 1896

TOOLS FOR SELLING

How to Pretest

TRY VISUAL ON PROSPECTS (see cut, right): This is the technique used recently by Home Heating and Cooling Department, General Electric Co., Bloomfield, N. J. Visual presentation, designed to serve dual purpose as training manual and sales tool for G-E dealers selling home heating and cooling products, was pretested before G-E introduced it to sales organization. In photo, W. L. Sneltjes, manager, Home Heating and Cooling Modernization Sales, shows new visual to New Jersey dealer Carl Zimmerman, a veteran of 18 years selling experience. Sneltjes, representing the plant, will try out visual with Zimmerman on prospective buyer. Visual follows logical sequence of prospect questions: "Who makes it?" "Who installs it?" "How good is it?" It tells picture story of G-E benefits but leaves it up to each salesman to develop story in his own words, once he is face-to-face with prospect. ►

1.

CORRECT ROUGH SPOTS: Now visual gets practical test run as Sneltjes and Salesman Zimmerman call on prospective purchaser, the Douglas R. Hendersons, Montclair, N. J. Skeptical at first, Zimmerman, under guidance of Sneltjes, soon realized he can use visual to dramatize sales features without cramping his own style. On his first four calls with new presentation, Zimmerman scored three immediate sales and promise of another. After practical demonstrations such as this, G-E management reviews what it has learned, is ready for next step... ►

2.

INTRODUCE TO ORGANIZATION by giving factory representatives kick-off story of accomplished results. Here, in sales meeting skit using visual, audience takes active part in order to "train the trainers" for distributor meetings to come later. Man in center is Porter Henry, Porter Henry & Co., Inc., sales training specialist who helped develop program. He plays part of G-E salesman, demonstrates visual's use to "prospects." G-E believes that by using visual in this manner, every man will automatically train himself. Priced at \$10 to dealers, visual represents a cost of about three times that amount to G-E. Expenditure is no gamble, says Sneltjes, because practical usefulness in field was established in pilot stage. Over-all object of training and selling with visual, says 3. G-E, was to reestablish creative selling in the home. ►

a Visual Sales Aid



1.



2.



3.



WITH A
Zipmaster®
THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND For Full Line Folder

Sales Tools, Inc.

1704 West Washington
CHICAGO 12, ILL.



BIND

YOUR
CATALOGS...

The Acco Fasteners
in Accopress Binders
hold from 2 to 2000
sheets. Capacities
from 1 to 6 inches.

with

ACCOPRESS BINDERS

Give your catalogs longer life, keep them up-to-date, add or delete pages as you wish. Such flexibility means loose-leaf—and loose-leaf at low cost means ACCOPRESS Binders. No expensive, space wasting mechanisms. No awkward handling when making changes.

ACCOPRESS Binders for catalog covers are available in 5 colors and may be printed or embossed for just the effect you wish. Covers are made of durable pressboard, lie flat, and come in many sizes. Write us your needs—or ask your stationer to show you the complete ACCO line for keeping papers together and safe in every department of your business.



The Accopress
Binder combines
loose leaf
convenience,
large capacity
and economy.
Ideal for Catalog
Covers.

When transfer time
comes just slip the
bound papers from the
Accobind Folder, in-
sert a new Acco Fast-
ener and the Folder is
ready for another
year's filing.



ACCOBIND folders

ACCOPRESS binders

PIN-PRONG binders

(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM

(for filing Blueprints and all large sheets)

and other filing supplies

ACCO PRODUCTS, Inc.

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto



TOOLS FOR SELLING (continued)



A MAN, a camera, a bathroom. You might ask . . .

Why a Cameraman in the Bathroom?

It all makes sense when you put these facts together:

Marsh Wall Products, Inc., Dover, O., manufactures and sells "Marlite," a plastic-finished paneling for interiors. Obtaining good photographs of exemplary interiors where the paneling has been installed is a matter of continuing importance to Marsh. Why? The company depends primarily on its salesmen in the field to report leads on installations that might be photographed for sales promotion, advertising, publicity.

It was to simplify and improve this type of field reporting that Marsh recently equipped its 50 salesmen with inexpensive, simple-to-operate Argus flash camera outfits. Now, as the basis for their reports, the men take whatever snapshots are needed. With their photographs, they send a floor plan sketch to the home office. The sketch shows where each photograph

was taken. Dimensions are listed, and essential details are jotted down. The report to the home office is complete, clear, quickly understood.

By this means the company salesmen have slashed hours from report-writing projects. (They used to strain to find the right words to describe Marlite interiors, according to Marsh.)

Here's just one way the photographs are used: Marsh's advertising department now gets a better *advance* idea as to what the installation is like, and whether it merits further photography. If it does, the salesman's snapshot can be used to give specific and unmistakable instructions to a professional photographer, hired to follow-up.

The price of a few cameras, says Marsh management, is an inexpensive way to solve a communications problem. Salesmen, they say, "rejoice."



LILLIPUTIAN MODELS: Arthur F. Moul, president, Samuel C. Rogers & Co., Inc., would like to show you two miniature reproductions of the company's industrial grinding machines. Both are completely operable. "Sammy" (left) is modeled after a machine 17 feet long; "Roger" (right) is four feet high in real life.

Solved: a 10-Ton Sales Problem

When a machine happens to weigh as much as 10 tons, no salesman short of Paul Bunyan can demonstrate it. As a result, most heavy equipment manufacturers must rely on photographs and drawings to give prospects some idea of the machine's appearance and operating techniques. Not so in the case of Samuel C. Rogers & Co., Inc., Buffalo, manufacturers of production face grinders and automatic knife and saw fitting machinery.

A Rogers sales engineer places 32-pound models of the equipment atop the prospect's desk, plugs them into an ordinary light socket and says, "Now let me show you . . ."

Idea for these working miniatures was sponsored by the company president, Arthur F. Moul (see cut), who assisted in designing the equipment. Over 650 hours went into rescaling, engineering and handmaking the two machines from steel and aluminum. Every moving part is authentic, Moul says. For example, the miniature screws have 30 threads to the inch; pinions, shafts and other integral parts were carefully scaled, made by hand.

Rogers' component parts manufacturers got in on it, too, by contributing scaled down versions of their equipment. One company provided a five-feed oiler; another built a miniature coolant water gusher pump.

Moul finds that most prospects, when they hear about the working miniatures, become extremely susceptible to "private demonstrations."



*Surprising things happen . . .
when you carry Ellis-built cases*



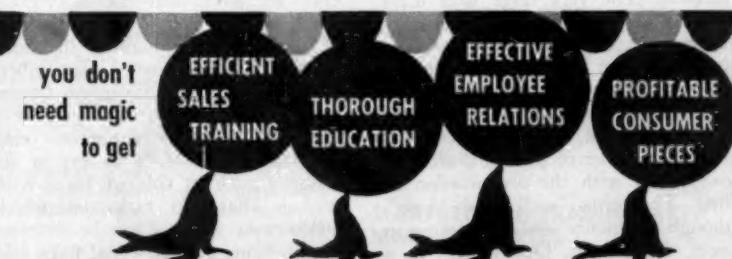
WHILE OUR BUSINESS is built around custom-designed cases for an endless range of purposes, a great many of these are variations of our standard line of superior quality cases, carried in stock for immediate shipment. Through extensive experience in custom work we know which features are most wanted and used. That's why Ellis cases are in such great demand. Our unexcelled combination of field-tested features, top quality and skilled workmanship gives our cases a distinct edge. Surprising things happen when they go to work for you. Write for our catalog, prices and further information.

You'll be in good company when you switch to Ellis-designed sample cases:

Abbott Laboratories Kraft Foods Co.
Armstrong Cork Co. Parke Davis Co.
Colgate-Palmolive Co. Pet Milk Co.
Continental Oil Co. Phillips Petroleum Co.
Eli Lilly & Co. Pontiac Motor Div. G.M.
Firestone Tire & Rubber Co. Quaker Oats Co.
Ford Motor Co. Stokely Foods
International Celulocotton Products Co. The Upjohn Co.
and many others

Ellis COMPANY, INC.

Department 5M-55, 134 South Pennsylvania, Indianapolis 4, Indiana



USE AN ADVERTISING COMIC BOOK PROGRAM CUSTOM-MADE TO FIT YOUR SPECIAL BUSINESS NEEDS BY **VIC HERMAN PRODUCTIONS, INC.**
104 EAST 40 ST., NEW YORK 16, N.Y. MU 4-1064



MARKETING MAP of the United States is used by Marvin Elson, general sales manager, Palmer Paint, to outline new national campaign of Craft Master line to his sales force.

A Time Saver List of Sources for Maps For Sales Executives

Since maps are necessary tools for many types of visualizations, market analyses, and territory planning jobs, **SALES MANAGEMENT** presents this quick-reference summary of map sources.

In using this source list, please keep these facts in mind:

1. Lists of standard maps are purposely incomplete. We lack space for the entire range of wall, desk and outline maps, and therefore are giving only representative lists. Leading map makers turn out most of the standard types in a wide range of sizes which are available through almost any map dealer.

2. Some companies catalog maps in sections. The very large wall maps usually come in two sections, sometimes more, and are also sold separately. Several of the leading manufacturers will cut maps into sections, or furnish photographic enlargements of maps as desired.

3. A number of problems arose in connection with the organization of lists. The terms "wall" and "desk," though commonly used to denote map sizes, are inexact. One we list as a "wall" map might also fit on an executive's large desk. Those listed under *U. S. Marketing and Trade Area Maps* might also have gone under

Wall or Desk Maps of the U. S. Some listed as *State Maps* are also *Wall or Desk Maps*. *Road and Railroad Maps* might also be classed as *Wall or Desk Maps*.

4. For maps available in various mountings, we quote the lowest price, for the flat paper variety. In many instances there is a considerable spread between this minimum figure and the price of the same map mounted on cloth with wood rods, or on a map-rack board, framed, with washable surface.

5. Dimensions: For U. S. maps, the horizontal, or larger figure is usually given first. The practice varies for state and regional maps. In general, we have used the description given by the maker. There is evidence of preference for naming the horizontal dimension first. Unless otherwise indicated, the dimension figures refer to inches.

6. Most of the commercial map manufacturers offer a variety of accessories such as colored tacks with symbols, flat-head tacks on which numbers or symbols can be written, map-marking pencils, signal flags, and rollers and racks.

7. Each individual map listing shows, at the end, the source. Addresses of all sources are shown on

page 96. Generally, we suggest that companies looking for maps get in touch with the nearest map dealer; he knows what is available from several manufacturers. If he cannot supply what is wanted, get in touch with the manufacturer at the listed address. *Please do not send map orders to SALES MANAGEMENT*, unless we are the listed source for the map desired.

Further, we suggest that a company requiring maps for marketing purposes buy those that include *only* the features needed. Extra features complicate the map and make all detail less quickly legible.

U. S. MARKETING & TRADING AREA MAPS

County Outline Map of U. S. 41 x 27. 6 colors. Shows 6 retail sales levels, from under \$10 million to over \$250 million, for all counties and metropolitan county areas. 1954 retail sales, 1955 population, 720 cities with retail sales of over \$20 million; population also indicated. Blown-up projections of congested areas. \$3.50 for a single copy. \$3 each for 2 or more. **SALES MANAGEMENT**.

Retail Trading Area Map of U. S. 74 x 50. Shows states, counties, and towns of over 1,000 population. Trading areas shown by heavy black lines. Trading



TERRITORY MAP gets attention of International Cellucotton executives C. E. Souders (left), general sales manager; P. A. Leekley; and T. Panczerz, merchandising manager.

centers within the areas are marked by stars, sub-centers by heavy dots. (Statistics compiled by J. Walter Thompson Co.) 19 congested metropolitan areas shown on insets. 2 sections. Paper. \$7.50.* (Sections also sold separately.) Cleartype No. 3264 series. American Map Co., Inc.

Retail Trading Area Map of U. S. 66 x 46, 4 colors. Shows states, counties and 20,000 cities, towns and villages, including all county seats and places ranging down to 200 population, plus major and basic trading areas and their trading centers. Also large-scale inset maps of the nation's largest metropolitan areas and of other sections where congestion makes such treatment desirable. Trading Area Manual. 24 pp., 8½ x 11, comes with map; contains alphabetical list of trading areas shown on map, with map location, population, number of families, retail sales, and county composition of all areas; quick-reference Major Trading Area Map of U.S. Paper. \$10.* No. TA101. Rand McNally & Co.

Hearne U. S. Marketing Map. 65 x 44. Shows state and county boundaries, all towns, boroughs, cities and villages; principal highways and airways. Populations (in thousands). Cellophane-coated washable surface. Mounted on cloth. Has patented tape location finder. \$52.50. Hearne Bros.

Retail Trading Area Map of U. S. 80 x 53 (2 sections, each 44 x 53). 5 colors. 1,446 principal sales centers and trading areas served by each center. 1940 census figures. Paper, \$14.* (Sections also sold separately.) Cat. No. 1000-RTA. Hagstrom Co., Inc.

Marketing Centers Map of U. S. 54 x 48. All cities and towns of over 2,500 population shown in 2-color circles, size of circle indicating city population. Important marketing centers seen at a

glance. Paper \$6.* Cat. No. 240-M. Hagstrom Co., Inc.

Master Sales Area Map of U. S. 54 x 35. 4 colors. Identifies large and small consumer market centers—13 *Editor & Publisher* Master Sales Areas, 140 Metropolitan Districts, 12 Federal Reserve Districts. Paper. \$6.* Hagstrom Co., Inc.

Marketing Map of U. S. 60 x 42. Red, tan and blue on linen paper stock, with wood rods. Shows 601 principal trading centers and more than 3,700 secondary trading centers in their respective consumer trading areas. \$10. Hearst Magazines of the Hearst Corp., Marketing Division.

Consumer Trading Area Map of U.S. 50 x 35. Shows 601 principal trading centers on a county background. Trading area boundaries are drawn for each key city. \$5. Hearst Magazines of the Hearst Corp., Marketing Division.

Market Map of U. S. with State and County Outlines. 20½ x 15½. Sales possibilities based on consumption of retail goods. Limited quantity only. Free. Crowell-Collier Publishing Co.

Chain Drug Store Marketing Map of U. S. 24 x 36. 3 colors. Locations by state of 7,917 drug stores operated by 1,833 companies; locations of buying office headquarters. Symbols indicate numbers of buying offices per city and per state. Close-up insets of congested metropolitan areas. Total drug chain sales for 1953 with departmental breakdown. Other data. Single copies free to manufacturers and advertising agencies. Additional copies, 75c. *Chain Store Age*.

Chain Grocery Store-Super Market Marketing Map of U. S. 24 x 37. 3 colors. Locations by state of 25,108 stores (18,218 of them super markets). Locations of buying office headquarters of 2,897

companies with two or more stores. Shows how many stores are operated in each state by each company. Symbols indicate numbers of buying offices per city and per state. Close-up insets of congested metropolitan areas. Total food chain sales for 1952 with departmental breakdown. Other data. Single copies free to manufacturers and advertising agencies. Additional copies, 75c. *Chain Store Age*.

Chain Variety Store Marketing Map of U. S. 24 x 36. 3 colors. Locations by state of 13,033 stores operated by 2,041 chains. Symbols indicate numbers of buying offices per city and per state. Close-up insets of congested metropolitan areas. 1952 sales of 11 major chains, with number of stores operated by each. Total sales for field. Other data. Single copies free to manufacturers and advertising agencies. Additional copies, 75c each. *Chain Store Age*.

Restaurant and Hotel Marketing Map of U. S. 37 x 24. 4 colors. Shows percentages of restaurant and hotel business by state; sales volume by state; numbers of restaurants and hotels with annual sales in excess of \$50,000, etc. Insets give figures and rank of sales volume for metropolitan areas. 1953 data. Ahrens Publishing Co.

Distorted Net Effective Income Maps. See *Miscellaneous* section for description. 48 states, District of Columbia, and Canadian provinces.

MARKETING & TRADING AREA MAPS OF STATES

Retail Trading Area Maps of the States. Cleartype Series No. 8700. 8½ x

*Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

11. Maps show counties, cities and towns of 1,000 and over, county seats. Retail trading areas, from statistics by J. Walter Thompson Co., shown in green lines. Trading centers within the areas are shown by a star and sub-centers by a heavy black dot. Indexes, sold separately, are same size, and give the county, its coordinate location, and its population. Maps, 25c each.* Indexes, 5c each.* American Map Co., Inc.

Marketing Maps of the States. 2 sizes, 11 x 15 and 8½ x 11. 58 maps to the set, one for each of 48 states and one for each of 10 multiple trading center markets. The maps have a county background and show the 601 principal trading centers and 3,700 secondary towns within the respective trading area boundary lines. \$6 per set, either size. Hearst Magazines of the Hearst Corp.

Distorted Net Effective Buying Income Maps. See *Miscellaneous* section for information. 48 states and District of Columbia.

Other State Maps listed separately.

METROPOLITAN TRADING AREA MAPS

Living Standard Area Maps. Most cities and suburban areas in U. S. Through use of color, there is block-by-block designation of living standards, highest to low, in four classifications in each market. Prices vary from \$45 upward. Complete details furnished on request to the maker, the Longwell Co.

Market Evaluation Maps. For quota and/or site location studies, showing relative neighborhood values, current population and trend. Custom-compiled for selected areas. Source data are the publisher's 11,000 large-scale periodically revised detailed fire insurance maps of U.S. cities and towns, showing buildings and land usage, supplemented by on-the-ground observations of field force. Sanborn Map Co.

Local Trading Area Maps. Newspaper publishers in many cities provide what are variously called Marketing, Market Data, Economic, Census Tract and Retail Trading Zone Maps, for the areas covered by their readership. Map treatment varies, but information may be provided on such categories as population, income, rental values, retail sales. Though a charge is sometimes made for such material, most publishers offer it free to advertisers and prospects. Typical of such maps are those issued by *The Boston Globe* (shopping centers map); *Buffalo Courier-Express* (8-county map); *Canton (O.) Economist* (marketing map); *The Columbus (O.) Dispatch* (economic & marketing map); *Illinois State Journal and Register* (marketing map of the Springfield area); *Minneapolis Star and Tribune* (shopping district map); *Toledo Blade* (market map and census tract map). The *Los Angeles Times-Mirror* distributes 9 maps. Of these, one showing 16 major economic areas of the Los Angeles County market and another showing

census tracts are sold at \$1 apiece; the others, showing retail trading zones, census of business areas, chain grocery locations, etc., are free. See also *City Maps* section.

Los Angeles Marketing Atlas. See *Atlases* section.

Denver Trading Area Drug Sales Map. See *Industrial, Industry and Farm Maps* section.

INDUSTRIAL, INDUSTRY AND FARM MAPS

Industrial Marketing Map of U. S. 36 x 24. In color. Based on 1950 data. Shows that 272 major industrial counties comprise 78% of the industrial market. Reports the number of larger plants in each state, each state's percentage of national manufacturing employment, and major industries of each state. Free *Mill & Factory*, Conover Mast Publications.

Industrial Trading Area Map of U. S. 64 x 44. 5 colors. Shows 96 major industrial markets in relation to the national total, with individual counties and cities evaluated in each area. Includes Market Index Book. \$16.50. Hagstrom Co., Inc.

Metalworking Market Map of U. S. 35 x 22½. In color. Shows concentration of metalworking plants in counties. Inset of tabulation of 24,644 metalworking plants by state, broken down by numbers of employees. Available to advertisers. Steel.

Foundry Market Map of U. S. Outlines 96 primary distribution centers; gives numbers of foundries by employment, type of metal cast, melting equipment, casting methods, etc., for principal marketing areas. Part of a 64-page guide, "How to Sell the Foundry Market." \$1. Foundry.

Radio Map of U. S., Canada and U. S. Possessions. 35 x 22½. In color. Corrected to Sept. 1, 1953. Shows AM and FM stations by city, county, state, territory, province. Includes time zones. \$1. Broadcasting & Telecasting Magazine.

Telecasting Map of U. S., Canada and U. S. Possessions. 42 x 27. 2 colors. Lists stations on air Oct. 1, 1954. Radio relay or microwave routes; routes equipped to handle color. Time zones. \$1. Broadcasting & Telecasting Magazine.

Denver Trading Area Drug Sales Map. 16 x 12. In color. Part of a folder which shows by county (in Colorado and sections of five neighboring states) number of drug stores, sales volume and other data. *Denver Post*.

Map of the Southern States. Identifies counties according to predominance of rural or urban population. 25 x 19. In color. *Farm Journal, Inc.*

Map of the Southern States. Identifies

counties according to predominance of rural or urban population. 1950 census figures. 22 x 17. In color. *The Progressive Farmer*.

FARM STATISTIC MAPS OF MIDWEST AREAS

Show state (and, in some instances, county) figures for hogs, cattle, dairy cows, poultry, corn, oats, soybeans, wheat and hay, tractors, trucks, automobiles, etc. On 8½ x 11 sheets. Free to advertisers. *Prairie Farmer*.

American Agriculture Atlas. See *Atlases* section.

See **U. S. Marketing & Trading Area Maps** section for listings of maps showing chain drug stores, chain grocery and super market establishments, chain variety stores, restaurants and hotels.

OUTLINE MAPS

Outline Maps. Useful for allotting territory, recording sales and distribution and other sales purposes. Available in so many forms that it is impractical to list them here. Two publishers, *American Map Co., Inc.*, and *Rand McNally & Co.*, have almost any map in this category a sales executive might require. For example *Rand McNally* has *State Outline U. S. Maps* in sizes from 11½ x 8½ up to 84 x 60 inches. The letterhead size is punched to fit loose-leaf notebooks; price 10c per sheet or \$2.75 for a package of 50. The 84 x 60 size on flat paper in \$5; it comes in 2 sheets. You can pay as much as \$65.10 for this map, framed, on composition map-tack board, with washable surface. *Rand McNally* also has a wide variety of outline maps of the U.S., showing states and counties, with and without names; outline maps of individual states with county names.

The American Map Company's Clear-type series of outline maps has more than 70 listings in its current catalog. For example, a U. S. map showing state outlines and names is available in sizes from 11 x 8½ up to 74 x 50 (in 2 sections). American's Cleartype series includes many maps which show place names, but which, because of their typography and format, might also be called outline maps.

The Hammond Business Survey Maps (listed under *State Maps*), with county names in green, might also be termed outline maps.

U. S. County Outline Map. 24 x 38. Shows 1950 boundaries and names of all counties in U.S. Cat. No. C 3.62/2: Un 3/9. 30c. Superintendent of Documents, Government Printing Office.

Outline Maps of the U. S. 28 x 42. One map shows state boundaries only; the other, state and county lines. 25c each. Geological Survey.

U. S. WALL (LARGE) MAPS

Master Map of U. S. 16½ x 10½ feet. Shows states, counties, all cities and towns (both incorporated and unincorporated)

*Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

Selling the "Board of Directors" means **BIG BUSINESS** on Midwest farms!



GOING PLACES WITH TWICE AVERAGE U. S. FARM INCOME!

PLANS ARE BIGGER and needs greater on Midwest farms where income, and investment in land, buildings and equipment is twice the national average.

In your plans to sell the world's richest farm market, it's important to keep in mind that you're talking business to both a family and a "board of directors." Home and office are one and meal-time is meeting time with all members of the family having a full vote in the decisions.

It's because everyone in the family has a voice in plans and purchases that the Midwest Farm Paper Unit is a natural for delivering your selling message. Practically every farm family in the eight Midwest states is a subscriber. These five local farm papers are preferred by readers, dealers and advertisers (see charts).

So to build bigger sales in the Midwest, advertise in the Unit—one order, one plate at a substantial saving in rates.

Sales offices at: 59 E. Madison St., Chicago 3... 250 Park Avenue, New York 17...
110 Sutter Street, San Francisco 4... 672 South Lafayette Park Place, Los Angeles 57

ADVERTISE IN

MIDWEST *Farm Paper* UNIT



WHERE FARMING IS BIG BUSINESS... AND GOOD LIVING!

MAY 1, 1955

It's time to be **SELECTIVE** in
Midwest Farm Market Advertising!

43% MIDWEST FARM PAPER UNIT

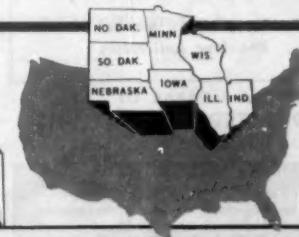
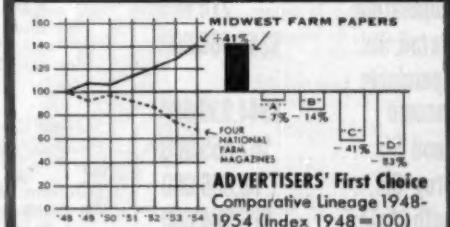
Farm Magazine "A" 14%
Farm Magazine "B" 11%
Farm Magazine "C" 4%
Farm Magazine "D" 2%

READERS' First Choice
A survey of 6,049 Midwest farms, supervised by Batten, Barton, Durstine & Osborn, Inc., advertising agency.

64.7% MIDWEST FARM PAPER UNIT

Farm Magazine "A" 7.9%
Farm Magazine "B" 5.2%
Farm Magazine "C" 6.2%
Farm Magazine "D" 1.5%

DEALERS' First Choice
4,186 Inquiries mailed by hardware wholesalers. Other dealer preference surveys available on request.



FREE ADVERMAT

incorporating
your own advertising copy

Seasoned merchandising men are quick to see the terrific tie-in potential of ADVERMATS... Dealers will 'shelf stock' more of your products provided they get this multi-purpose rubber mat as a bonus. (and when they stock more they sell more) If you recognize the huge sales increases ADVERMATS can generate for you, we will be happy to make a hand cut sample for your further consideration... No obligation on your part. Write for information.

*ADVERMATS are long life rubber floor and counter mats with your product name and selling phrase die cut and laid right through the entire depth of the mat. Used as a point-of-purchase display in many sales locations in the store and store entrances.

See U.S.A. representative of
Rodden's Rubber Works, Ltd.,
Hyde Cheshire,
England

ADVERMATS Division of
PERFO MAT
& RUBBER CO., INC.
443 Fourth Avenue • N.Y. 16, N.Y.

BATTLE CREEK MICHIGAN

ENQUIRER & NEWS

FLASH! LATEST 6-COUNTY ABC TRADING AREA INFORMATION

Population	214,665
Retail Sls.	\$248,589,000
Spendable	
Income	\$344,930,000
Food Sls.	\$62,655,000
Drug Sls.	\$8,666,000
Auto. Sales	\$76,804,000

SELL this growing market in the
Enquirer and News

A MEMBER OF
FEDERATED PUBLICATIONS
INCORPORATED

Represented Nationally by
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NEWSPAPER PUBLISHERS REPRESENTATIVES

important as trading centers, all railroads identified, all navigable and many non-navigable rivers and lakes. Said to be largest map of entire U.S. ever printed. On cloth with wood rods, \$250. Cat. No. MM101. (Sections also sold separately.) Rand McNally & Co.

Executives Indexed Map of U. S. 10 feet, 2 inches x 6½ feet. Large, detailed (but highly legible) map showing states, counties, more than 30,000 cities (including all places of commercial importance). All railroads and electric lines identified; all navigable waterways. With it comes the *Geographical Handbook*, with indexes of counties and cities and towns by states, showing location and latest census populations. On cloth with wood rods, \$100. Cat. No. EX101. (Sections also sold separately.) Rand McNally & Co.

Sales Control Map of U. S. 84 x 55 and 66 x 46. Shows states, counties, and 20,000 cities, towns and villages, including all county seats and places ranging down to 200 population. Large-scale insets of big metropolitan areas and of other sections where congestion makes such treatment desirable. Paper, large size, SCWW101, \$12*, smaller, SCW101, \$7.50*. (Section sold separately.) Rand McNally & Co.

General Map of U. S. 65 x 45. (Smallest detailed Rand McNally map showing counties.) Shows states, counties, practically all cities and towns of commercial importance, railroads, mountain ranges, principal rivers and lakes. Paper, \$6.50*. Cat. No. GW101. *Geographical Handbook*, showing locations, populations, sold separately, \$2.50. Rand McNally & Co.

Business Map of U. S. 84 x 60. Highly detailed black-and-white map on which markings may be made. Shows states, counties, practically all cities and towns of commercial importance, railroads, mountain ranges, principal rivers and lakes, national parks. Paper, \$10. Cat. No. BM101. *Geographical Handbook*, showing locations, populations, sold separately, \$2.50. Rand McNally & Co.

Cleartype B&W U. S. Map: 2 sizes, 64 x 44 and 50 x 33. Shows cities and towns of 5,000 population and over, and 22 congested metropolitan areas in large-scale insets. No counties shown. In paper, \$5* and \$3.50*. Sections sold separately. Cleartype No. 725 series. American Map Co., Inc.

Other Large Cleartype Maps. See *Railroad Maps* and *Road Maps* sections.

Outline Maps in Large Sizes. Also available from American Map Co., Inc., and Rand McNally & Co. They come in so many sizes and variations that it is impractical to list them here.

Detailed Map of U. S. 68 x 48 In color. Shows counties, cities, towns of 500 and over; railroads, etc. Insets of Cuba, Alaska and other possessions. Index to cities of 6,500 and over. Paper, \$12.* The George F. Cram Co., Inc.

Detailed Map of U. S. 126 x 84 (in 4 sections). B&W. Shows states and coun-

ties; towns of 250 population and over. 13 congested metropolitan areas in large-scale insets. Cleartype No. 751 series. (Sections also sold separately.) Paper, \$25.* American Map Co., Inc.

Cleartype B&W wall maps also come in several other sizes, too numerous to list here.

Colorprint Map of U. S. 60 x 44. 7 colors. Shows states, counties; 10,000 cities and towns; railroads, rivers, Cat. No. US1503. Paper, \$5.* American Map Co., Inc.

Map of U. S. 54 x 39. Shows U. S. and state highways with numbers, and connecting roads; all towns of 10,000 and over; national parks and monuments; time zones. State boundaries in color. On rods. \$8. W. Campbell Judge.

General Map of U. S. 5 x 7 feet (2 sections). 9 colors. Shows state boundaries, cities, towns, rivers, railroads; also territories and island possessions; Indian reservations, national forests and parks, wildlife refuges, reclamation projects. Paper, unmounted, \$4. Cat. No. 1 53.11: Un 3/953. Superintendent of Documents, Government Printing Office.

County Finder and Map of U. S. See *Miscellaneous* section.

Large U. S. maps are also listed under several other headings.

DESK MAPS OF THE U. S.

Standard Indexed Map. 42 x 28. States, principal cities and towns, railroads, waterways, mountain ranges. Index to important cities in margin. With map is a booklet index listing all cities of 10,000 and over, including all places on map, with location and population of each. Cat. No. MS101. Paper, \$1.25.* Rand McNally & Co.

Small Desk Map. 28 x 21. State boundaries and names, principal cities and towns, main railroads, rivers and mountains. Available also folded to pocket size, 4½ x 9½. Cat. No. MD101. Paper, \$50.* Rand McNally & Co.

Cleartype Map. 34 x 22. B&W. All States and counties, towns of 25,000 and over. 6 congested metropolitan areas on large-scale insets. Cat. No. 7880. Paper, \$1.35.* (Several other Cleartype maps available in desk sizes, too numerous to list here.) American Map Co., Inc.

Colorprint Map. 38 x 28. 7 colors. Shows states, cities and towns of 5,000 and over, rivers. Cat. No. 9548. Paper, \$1.75.* (Other sizes also available.) American Map Co., Inc.

Desk size maps are listed also in several other sections.

STATE MAPS

Large-Scale Maps. Average size 50 x 48. In color. Show detail including town-

ships (but not highways). Index, with populations and key to location on map front. Paper, \$10.* The George F. Cram Co., Inc.

Business Survey Maps. 3 types: 8½ x 11, counties only, 10c; 8½ x 11, counties with cities of 1,000 and over, county names in green, 20c; 17 x 22, counties with cities and towns of 250 upward, county names in green, 35c. C. S. Hammond & Co.

Maps for Each of 48 States. 8½ x 11. County breakdown, 5c; minimum order, \$1. Dartnell Corp.

Maps for Each of 48 States. 2 sizes. B&W outline, showing only counties and county names (for recording data). 8½ x 11, 10c;* 17 x 22, 20c.* (Discounts for quantity orders.) Rand McNally & Co. Same as above, but with detail (place names, etc.) 8½ x 11 (punched for binder), 20c;* 17 x 22, 35c.* (Discounts for quantity orders.)

Rand McNally also has standard maps of states, chiefly 28 x 21 (large states, 2 sheets), with full detail, 50c; index, 50c extra; pocket maps of states, with index, \$1.

Cleartype Maps of Each of 48 States. 17 x 22. Counties, cities and towns of over 250, state capitals, county seats. Indexed by county and town. Populations given. Indexes on maps. Paper, 35c.* Set on paper, \$13.50.* American Map Co., Inc.

Other Cleartype State Maps available include: County-town series, 8½ x 11 (20c paper);* county outline (no cities and towns), 8½ x 11 and 17 x 22, 10c* and 25c.* (Retail Trading Area individual state maps described more fully in section on Marketing & Trading Area Maps of States.) American Map Co., Inc. Note: All these Cleartype state maps are available on linen in binders, as Sales Control Atlases, at prices from about \$35 to \$116.

Maps for Each of 48 States. 2 sizes, B&W Graphic Key City-County Maps, 8½ x 11, 20c each; set of 48, \$6.75. 11 x 15, 30c each; set of 48, \$12. County outline maps, 8½ x 11, 10c each; set of 48, \$3.50. The George F. Cram Co., Inc.

Minor Civil Divisions of Each State. 1950 Census data. 36 x 48. Maps show subdivisions of counties (townships, districts, precincts, etc.) and locations of all incorporated places, and those unincorporated with 1,000 inhabitants or more outside the urbanized areas of larger cities. Each map contains a "County Name Finder." 20c. Superintendent of Documents, Government Printing Office.

*Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.



**Prize-Premium
most wanted
by every youngster!**

A NATIONALLY-ADVERTISED

**Columbia BUILT
BICYCLE**

**Columbia Promotions
pay off for**

- Food stores
- Drug stores
- Dairies
- Banks
- Theaters
- Car dealers
- Newspapers
- Civic organizations
- Advertisers

**Columbia Promotions
pay off in**

- Premium promotions
- Sales contests
- Dealer campaigns

Here's why

- Every kid wants a bigger, better, new bicycle — and every parent knows it!
- Columbia Bicycles — "America's First Bicycle since 1877" — are nationally-advertised, of recognized quality.
- More effective promotions for your money due to known brand name, colorful display, easy demonstration.
- Wide range of stock and special models — and prices to fit every budget.



**The Amazing
Columbia
TUK-A-WAY*
STROLLER**

Unique prize-premium for promotions directed to young mothers!

- Folds to a flat 3 inches.
- Carries like a briefcase.
- Goes anywhere — bus, train, auto.
- Stores anywhere — nook, closet, trunk.
- Opens and closes in seconds.
- Encourages Mother to get out and shop!

*Covered by U. S. patents

The Westfield Manufacturing Company, Premium Promotion Department
5325 Cycle Street, Westfield, Massachusetts

Send catalog, price list, and
full information about
Columbia Bicycle promotions.

Send folder, price list, and
full information about
Columbia Tuk-A-Way Stroller.

Name _____

Company _____

Street _____

City _____ Zone _____ State _____

Standard Base Maps of All States. 2 series, 8-mile and 16-mile scale. Sizes and prices vary with state, ranging up to \$2.50 for Texas map. Order from Geological Survey or C. S. Hammond & Co.

Two-Sided Maps. 23 x 38. In color. Show roads on one side and railroads on the other. Also show counties, towns of 250 and over, principal waterways. Index on margin, showing populations of counties and towns. Colorprint Series No. 4400. \$1.25.* American Map Co., Inc.

Wall Maps of States. 44 x 65. Mounted on cloth; surface cellophane-coated, washable. Patented flexible tape location finder. Show township and county boundaries; cities, towns and villages; important railways, highways and airlines. \$42.50. Hearne Bros.

See also **Marketing & Trading Area Maps of States** section.

County Finder and Map. See **Miscellaneous** section.

COUNTY MAPS

Letterhead-Size Maps of All Counties in 41 States. In color. Show township boundaries. Town list on reverse with population and designations of post offices and county seats. Columns for sales and comparisons. Available individually or in sets. (Example: 13 for Massachusetts.) Note: (Also available for District of Columbia; maps, showing county outlines, and town lists on reverse, for 7 states for which county maps are not available.) 25c each. Published by Charles D. Hevenor Co., but distributed by American Map Co., Inc. Available in map stores.

Maps of almost 500 town or city marketing centers and counties in which they are located are available from Hearne Bros. For further information, see listing under City Maps.

County Finder and Map: See **Miscellaneous** section.

CITY MAPS

Maps of Principal U. S. Cities (all with population of 50,000 or more) and Counties in Which They Are Situated. (Example: Rochester, N. Y., and Monroe County.) 65 x 44. Show streets, avenues, roads, railroads, large industries, parks, cemeteries. House numbering systems shown. Cloth. Patented tape location finder included. Prices, \$42.50 and \$32.50. Hearne Bros.

Wall Maps (Large: average size, 48 x 68) of Following Cities. Baltimore, Boston, Cincinnati, Cleveland, Indianapolis, Pittsburgh. Show streets, roads, railroads, house numbering system, public buildings, parks, airports, etc. Heavy paper. \$20. The George F. Cram Co., Inc.

Wall Map of New York City. 1952. 8 x 8 feet (2 sections). Shows streets,

rapid transit lines, expressways, existing and proposed parks and parkways, sewage disposal plants, public housing projects, incinerators, Title I housing and large-scale private housing projects. Paper, unmounted, \$20. New York City Planning Commission.

tems; piers, docks, bridges, parks, airports, terminals, etc. Indexed. Rods, top and bottom. \$10. W. Campbell Judge.

Wall Map of East Bay Cities. (Oakland, Berkeley, Alameda, etc.). Same size, detail, etc., as above.

See also **Metropolitan Trading Area Maps**.

ROAD MAPS

Road Map of U. S. and Parts of Adjoining Countries. 64 x 44. Shows state boundaries, over 10,000 principal cities and towns, with principal first, second- and third-class roads. Federal and state highways numbered. Distances between cities indicated. 4 congested metropolitan areas shown on individual large-scale insets. Cleartype Series No. 1440. Flat paper, \$5.* (Sections sold separately.) American Map Co., Inc.

Road Map of U. S. 66 x 46. All main U.S. and state numbered highways; principal cities and towns; mileage distances; kinds of road surfacing; national parks and monuments. Flat paper, \$9.* Rand McNally & Co.

State Road Maps. (Chiefly about 27 x 20.) In detail (even to state police stations and maximum speed limits); indexed. Paper, 50c.* Rand McNally & Co.

See also **Transportation Maps, under Miscellaneous**.

RAILROAD MAPS

Railroad Map of U. S. 88 x 84. In 4 sections. State boundaries and major cities shown. Railways identified by name or initials and classified as to single and multiple track, gauge and status of construction. Connecting ferry lines shown. Set, 60c. Order by number, AMS Series 8204 (paying in advance with check or postal money order to Treasurer of the U.S.) from Commanding Officer, Army Map Service.

Railroad Map of U. S. and Parts of Adjoining Countries. 64 x 44. Shows state boundaries, freight and passenger railroads, all railroad cities and towns. 5 congested metropolitan areas shown on large-scale insets. Cleartype Series No. 717. Flat paper, \$5.*

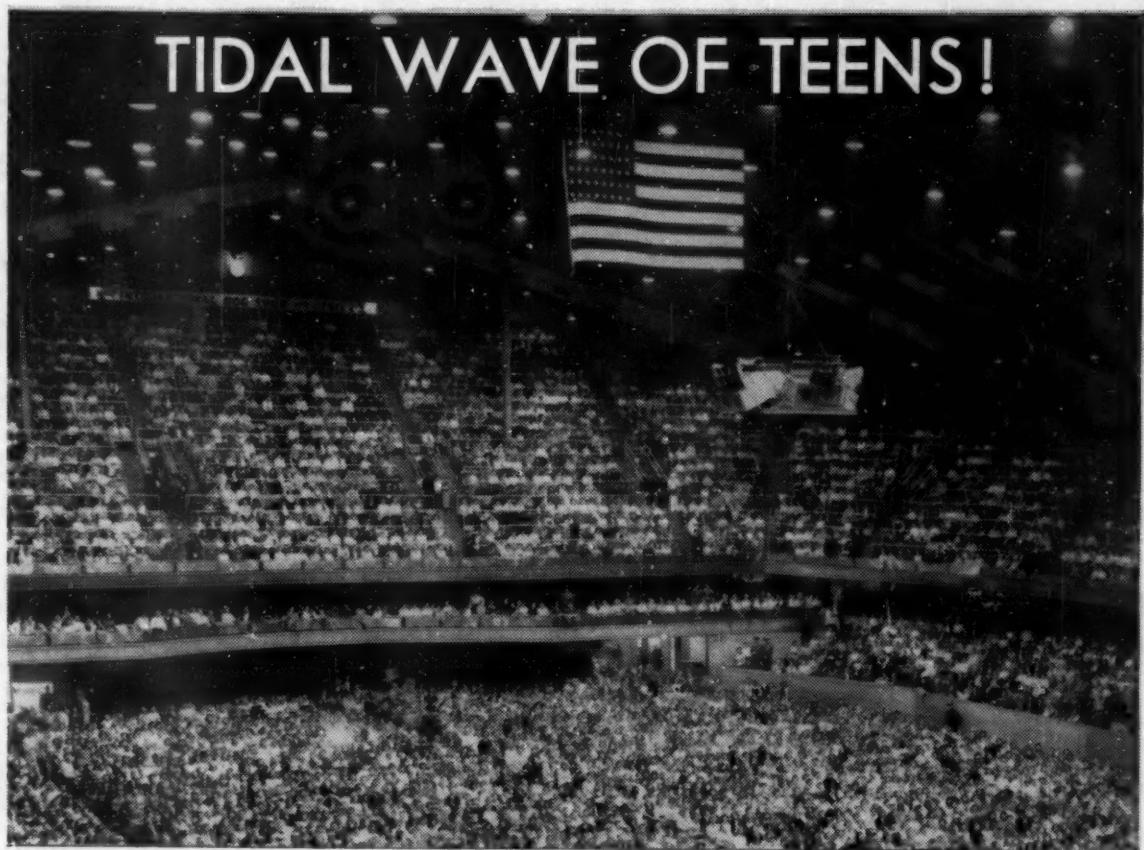
Railroad Map of U. S. 17 x 11. Shows main railway systems, leading cities, junction points, mileages, time zones. B&W. Paper, 35c. Rand McNally & Co.

Railroad Atlas of U. S. 9 x 12 1/2. 48 pp. B&W maps. One for each state, showing and identifying all railroads, interurban lines, principal towns, junction points, rail mileages. Relative importance of cities indicated by graded type. \$2.50. Rand McNally & Co.

See also **Transportation Maps under Miscellaneous**.

*Price for flat paper sheet. Figures for cloth mounting, rods, map board and framing, washable surfaces, etc., considerably higher.

TIDAL WAVE OF TEENS!



30,000 ATTEND CHICAGO YOUTH RALLY

SUNDAY, MARCH 13

SPONSORED BY . . . AND PROMOTED IN THE CHICAGO DAILY NEWS

DRAMATIC EVIDENCE
OF THE
PULLING POWER
OF THE
CHICAGO DAILY NEWS

DOMESTIC AIRLINES

Airline Map of U. S. 1955. 37 x 26. Routes in red on pale green background. Prepared by *Official Airline Guide* (an *American Aviation* publication). Free. The Texas Co.

Airline Map of U. S. with Time Zones. 28 x 21. Shows more than 60 scheduled national airlines serving U.S., Canada and Mexico. Black lines show routes; dots indicate flight stops. Standard time zones shown. Paper. 50c. Rand McNally & Co.

POSTAL MAPS

U. S. Parcel Post Zone Map. 29 x 24. In 3 colors. Shows state boundaries, every parcel post unit in U.S., over 1,700 principal towns and cities and unit in which located. Maps zoned to order with red circle, from purchaser's post office; chart shows rate of postage to each zone. \$2. Ace Mfg. Co.

State Post Route Maps. Show method and frequency of mail supply to post offices, names and boundaries of counties, lines of mail-carrying railroads, names and sites of post offices. Sizes vary, ranging from approximately 30 x 40 to 68 x 32 (for Texas). Most are priced at \$1.90,

the larger ones at \$3.80. United States Post Office Dept.

Official Postal Maps. State, county, local and rural delivery maps. Prices range from 25c to \$1.50. Information on request. Availability indicated in Postal Guide, \$1.75; can be consulted at post offices.

ATLASES

Hammond's Business Survey Atlas of the U. S. 12½ x 9½. 168 loose-leaf pages. Two types of state maps, one with detail (smaller places, railroads, rivers, mountains, parks, etc.); the other, with cellophane surface, for crayon writing, showing only county boundaries, cities and towns of 1,000 or more. Also contains special Airway Map, Railroad Map and Highway Map, tabulation charts, etc. \$15. C. S. Hammond & Co.

Businessman's Atlas of the U. S. 12 x 15 Loose-leaf pages (264). 4 maps of each state; commercial, showing places and railroads; trading centers; county outline; truck highways. 24 x 15 map of the U.S. in color and a highway mileage map; 8 pages of truck highway maps. \$17.50. The George F. Cram Co., Inc.

"Unrivaled Atlas of the World." 12 x 15. 400 pages. Over 200 detailed maps, showing states, provinces, countries, islands, oceans. Index to over 230,000 name places. Descriptive Gazetteer. \$25. The George F. Cram Co., Inc.

Cleartype Master Sales Control Atlas. Set of state maps, 22 x 17, each mounted on semi-rigid linen, surfaced with DuPont thermium film; in loose-leaf binder. Maps show counties (and county seats), cities and towns of 250 population and over. \$116. (Individual sheets, \$2.30; binder only, \$25.) American Map Co., Inc.

Executive Sales Control Atlas of the U. S. and Canada. 8½ x 11. 182 pages, laminated between acetate sheets, loose-leaf binding, with black leather cover. Shows map of U. S., with 300 largest cities; 6 sectional maps of U.S. with counties and cities of over 10,000 population (1950 census); individual state maps, plus District of Columbia and Hawaii; shows counties, cities of 1,000 and over, with index page facing each map; map of Alaska; maps of Canada (with 93 principal cities), individual Canadian provinces (indexed), of U.S. possessions, of Mexico; U.S. mileage chart; highway maps of U.S., Southern Canada and Northern Mexico; map of North America; map of the world. Acetate lamination permits crayon markings of sales territories, dealer locations, etc. \$35. American Map Co., Inc.

American Agriculture Atlas. 1938. Maps outlining areas of U.S. according to average temperature, days of sunshine, wind, frost, growing season, precipitation, humidity, soils, natural vegetation for months of year; physical features. \$17. (These unbound sections sold separately: Temperature, Sunshine & Wind, \$1.60; Frost and the Growing Season, 75c; Precipitation and Humidity, \$1.50.) Available only from the Superintendent of Documents, Government Printing Office. Check or money order payable to that official should accompany order.

Los Angeles Marketing Atlas. 1954. 12½ x 11. Loose-leaf pages (256). Marketing guide of Los Angeles County: 46 cities, 211 communities, 4,080 square miles. Color map section shows shopping centers; industrial areas; census tract boundaries; freeways, railroads, etc. Statistical section includes current retail trade statistics by areas within the county; estimates of population and dwelling units by census tracts (1950 to 1954); age and race characteristics and age of present housing. \$67.50. Los Angeles Chamber of Commerce.

Market Atlas of the U. S. 17 x 22 loose-leaf sheets in binder. 48 state marketing centers maps and 48 market data sheets. 3 color maps include marketing centers based on population. \$34.50. Hagstrom Co., Inc.

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Rand McNally Railroad Atlas of U.S. See Railroad Maps section.

Geographical Handbook. 8½ x 11. 156 pages. All cities, towns and villages in U.S. with population of 100 or more, listed alphabetically by states, with 1950 populations and later. Opposite name of every county are three sets of location keys, referring to location on one or more Rand McNally maps of U.S. or the individual state. Volume can be used as index for nearly any Rand McNally commercial map of U.S. or individual state. \$2.50. Rand McNally & Co.

CENSUS AND POPULATION MAPS

Cleartype Map of U.S. Distorted by Population. 22 x 17. B&W. Divided into 9 regions, each scaled to population proportion rather than geographic area. No. 134. Paper, 75c. American Map Co., Inc.

Map of U.S. Population Distribution, Urban and Rural: 1950. 62 x 40. Red and green with base outline of state boundaries in black. Shows urbanized areas in 4 gradations; rural in 2. 35c. Superintendent of Documents, Government Printing Office.

Portfolio of U.S. Census Maps, 1950. Maps of census regions, standard metropolitan areas, geographical shifts in population, urban and rural population, schooling, family incomes; percent native white, Negro, foreign-born, male vs. female; number of farms, irrigated farms, crops, etc. 2 large folded maps in pockets, 62 x 40 and 40 x 26, showing, respectively, U.S. population distribution, urban and rural; county outlines. \$4. Superintendent of Documents, Govt. Printing Office.

For Rural vs. Urban Population, see **Maps of Southern States** listed under **Industrial, Industry and Farm Maps**

MISCELLANEOUS

Distorted ("see - at - a - glance") Net Effective Buying Income Maps of 48 States and District of Columbia. Scaled to show each county's net effective buying income in relation to the state; net effective buying income of cities of \$15 million and over, in relation to county. Metropolitan areas outlined. Included in **SALES MANAGEMENT**'s May 10, 1955, **Survey of Buying Power**. Yearly subscription to magazine, \$8. **Survey of Buying Power**, \$4, if bought separately. (Also included: 5 Regional Maps of same for Canadian Provinces.)

County Finder Map of U.S. To use with **The County Finder**, a numerical device for quickly finding the geographical location of any county in the U.S. Sold as part of a kit. Contents: 3 outline maps (one 44 x 30, two 22 x 16); counties numbered; columnar data work sheets for each state; **The County Finder**, an alphabetic-numeric guide or index. Complete kit, \$15. Components of kit also sold separately. Burton Bigelow Organization.

ways, railroads, canals, air lanes, and dredged channels. 23 x 33. Available for the various states, in sets of sheets, at widely varying prices, ranging from 35c (for Connecticut) to \$7.50 (32 sheets, for Texas). See **Price List 53**, Superintendent of Documents, Gov't Printing Office.

CATALOGS

Business Maps for Businessmen. The George F. Cram Co., Inc.

Business and Reference Maps & Atlases. A 44-page catalog with a useful foreword, "Suggestions That May Help You Select the Best Map for Your Purpose." Rand McNally & Co.

Catalogue of Cleartype and Colorprint Maps. American Map Co., Inc.

Official Postal Maps. U.S. Post Office.

Official Maps. Hearne Bros.

Hammond's Trade Catalog. C. S. Hammond & Co.

Price List 53. Maps. Lists more than 200 maps and charts of various kinds, such as Minor Civil Divisions, Soil Survey Maps, River Basin Maps, Time Zones, Weather Maps, etc. Superintendent of Documents, Gov't. Printing Office.

General Information on Maps and Folios Published by the Geological Survey.

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By Arthur E. Irwin, Sales Manager, Special Contracts Division,
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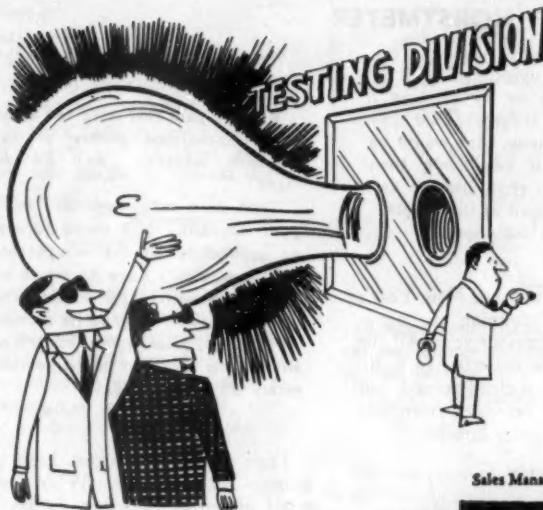
In Sales Management
May 20

lied material. Indexed. Some of the material issued years ago and now out of print. 70c. The Library of Congress.

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Sales Management Figures

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STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER

MAY 1, 1955

Tune Your Letters to the Times

BY HAROLD F. HORSTMAYER

You say you are looking for variation in your collection letters? You want to stop wasting time, paper, and postage by sending out the same general type of letters throughout the year? There are any number of ways to obtain this diversification. Let's start with New Year's.

Gentlemen:

Each New Year offers at least 365 opportunities to make good.

Won't you make use of one now by sending a check for the November account?

Sincerely yours,

Many firms operate on a calendar year basis, and have their books audited right after the first of the year. If you are one of these, you have an opportunity for a good letter. Maybe you have a number of accounts which you have carried for some time. Why not ask them to do you a favor now? This letter need not be limited to the month of January, but can be used on whatever fiscal year basis you operate. If you have auditors coming in, here it is:

Gentlemen:

Next week the auditors are coming to examine our books. They spend a lot of time on our accounts receivable.

They are always dubious about any of our past due accounts. Fortunately, we have only a few.

But yours is among those few.

Won't you help us by sending a check today? If you could pay the full \$180.75 now, that would be splendid. But if you can't, then send a good part of it, and the balance before the end of the month.

Sincerely,

Let's bring out another New Year's angle—the job of cleaning up "hangovers" from the previous year. All the accounts cannot be collected to begin another year with a clean record, but you can get right on those from last year while opportunity knocks.

Gentlemen:

Right after the first of the year we go over our books to clean up any old transactions left unadjusted.

Because we were confidently counting on you to send your check when your account became due, we were surprised to find it still unpaid.

You, of course, know that for us to continue giving our customers the best service, we have to jog the memory of even our best friends.

Look up this matter, won't you, and let us have your check today?

Thank you,

Now let's consider the weather. Whether it's hot or cold, a rainy season, or a blizzard, here's one that can be changed to suit the occasion or the weatherman:

Gentlemen:

For the past few days the weatherman predicted plenty of cold, sub-zero weather. And he was right!

That, in a way, reminded me of your account. If I could forecast as accurately as the weatherman has, I wouldn't have to write you about payment. I'd know when you were going to send us a check.

However, our past experience shows you will. But could you definitely do so—today?

Sincerely yours,

Then there's the seasons. Let's take spring, for example. Who hasn't heard of spring cleaning, or become involved in it? Why not put it to use this way?

Gentlemen:

Have you done your "spring cleaning?"

After the twenty-first of March that is one of the first things we think of—not necessarily about the house and yard, but about everything.

But here it is the first of May, and your February account is still unpaid. How about cleaning that up, too?

Sincerely yours,

An event of importance, in which everyone is interested, is an election. It need not be national but could be confined to a state or locality where your debtors may be located. Time this one right to reach the debtor a

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WBAL in BALTIMORE

day or two before the actual election day.

Gentlemen:

Election time is here!

With only a day or two left, we're holding an election all our own. The time is short. We'll have to work fast.

Will you "elect" to "cast your ballot" for \$89.20 to cover the October account?

Sincerely,

National holidays afford the collection manager another chance to write timely requests for payment. These give ample material for writing past due customers. A popular pastime at Thanksgiving is turkey raffles, corn games, or bingo. Try this one in season.

Gentlemen:

Did you ever indulge in Corn Games or Bingo?

It's Thanksgiving time, you know, and many are trying to win a turkey. Perhaps to be thankful for that, if they're lucky.

We'd like to win something, too, but our luck depends on you. If

**A Collection Letter
Should Be:**

1. Polite
2. Persuasive
3. Personal
4. Pointed
5. Productive

why not try to collect while the going is good?

Gentlemen:

About this time of the year, when everyone should be getting the holiday spirit, it behooves us to continue writing collection letters. We would enjoy our Christmas much more if your account were paid—and we think you would, too. For, you know, after the first of the year you have all those other bills to bother you, and we don't want you to have to worry about our account then.

So let's get into that Christmas spirit by sending your check along today. We'll appreciate it and thank you for it now, as well as take this opportunity to wish you—

**A VERY MERRY CHRISTMAS
AND
A HAPPY NEW YEAR**

you mail your check TODAY for the September account, we win—and we will be

Gratefully yours,

Perhaps one of the most difficult collection periods is the Christmas season. Many concerns are busy with the holiday rush, and are more taken up with sales than with collections. In well regulated companies the paying of bills goes on as usual, but concerns short of working capital and inclined to be slow paying have a tendency to take care of their accounts after the Christmas rush is over. But

So you see it is not such a difficult task to vary your requests for payment. Hardly a month passes which does not have some special event, holiday, or other occurrence of general interest. Be on the alert. Watch the calendar, the newspapers, television, listen to the radio, and collect with the times.

The End

*Not just during
the Holiday Season*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

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Here's the way they rate in five Central Florida counties:

Miami News This Week	2,179
Miami Herald American Weekly	8,137
Jacksonville Times-Union This Week	6,181
St. Petersburg Times Parade	77
Tampa Tribune (No Magazine)	3,358
Orlando Sentinel's Florida Magazine	58,139

Add all them together and Orlando Sentinel's home-printed, home-edited, standard size 20 page Florida Magazine has almost three times the circulation of all others in these closely-knit 5 Central Florida counties.

Central Florida is a market of 400,000 people who spend 500 million \$ a year. Florida Magazine can give you ROP color.

(Source: ABC March 31, 1954)

Orlando Sentinel-Star

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Six Challenges for Sales Managers

(continued from page 38)

discussion with the individual. Here he lets listening play an important role.

A salesman in a slump recently said, "My sales manager is approachable. He's a nice guy, as a matter of fact. But I no longer take my problems to him." When asked why, he said, "Why, I can't get a word in edgewise. He knows all the answers. In a 20-minute interview, he talked 18 minutes. All I could do was look attentive."

(The successful sales managers already referred to report that they listen *at least 50%* of the interview time.)

When he speaks, he makes certain that the salesman understands him. He may ask him to restate what he said, just to make sure. He defines a problem, gives examples and applications, asks for suggestions before he gives his own. In short, he encourages two-way communication to solve salesmen's problems.

3. Praise before making suggestions.

The constructive-minded sales manager launches each criticism with praise for what the salesman is doing right. When we look for praiseworthy attempts and accomplishments we usually find them. The sales manager using this approach opens the salesman's mind, establishes self-confidence and confidence in his sales manager, encourages him to earn more praise.

After he praises him, he turns to suggestions for improvement. He emphasizes how the salesman may do his job better—in specific ways. Common complaint among young salesmen is, "He tells me I ought to do better but he doesn't tell me how."

The constructive-minded sales manager parcels out only as many suggestions as the salesman can digest. He doesn't overwhelm him or build up confusion or a sense of helplessness.

4. Let them engage in self-appraisal.

Suppose that Joe's reports are usually late, that his letters contain errors of grammar. After praising Joe for the excellent orders he has been sending in, the sales manager may ask him to comment on his reports.

Joe will probably say, "I know what you mean, Boss, I've been late in getting them in (self-appraisal).

"Well," replies the sales manager, "let's see whether we can't help." He

then makes sure that Joe understands management's need for reports and their prompt delivery. Then the discussion turns to definite suggestions to help Joe in planning a work schedule—to plan his work and work his plan.

"By the way, Joe, I notice several boo-boos of grammar in your letters. I'd like to pass along a suggestion my first sales manager made to me years ago. He sent me a copy of Walter Smart's *English Review Grammar*. If you'd like to have a copy, I'll send you one. There are some simple exercises I'll mark for you to do. Send them in, if you wish, and I'll score them for you. In no time your letters will be tops! O.K.?"

Please note, that each aspect of the job in which Joe needs to improve is called to his attention with the light touch; the facts are presented without any high blood pressure or name-calling; a definite program of education is outlined, and an offer of help made.

5. Set goals.

The constructive sales manager sets goals within each salesman's ability. Once reached, he sets further goals. Result: The salesman enjoys the sweetness of accomplishment.

To return to the example of Joe's late reports: "Why not try this work schedule for two weeks, Joe? Let me know how it works out. I'd be especially interested in hearing about ways you improve it—so we can pass along the information to other fellows faced with the same problem." The two weeks are a kind of deadline or goal.

Aside from such specific goals, most salesmen are interested in long-range objectives. They like to talk about what they must do to win promotion to an executive position. Here the sales manager has an opportunity to review the achievements of executives who won their positions by being excellent salesmen.

6. Encourage them to reach out.

The constructive-minded sales manager is constantly challenged to stimulate all levels of his sales force. He guards against giving all his time to the below-average. He tries to give to each according to his need. To the gifted he has a special responsibility. To these he may wish to assign *Reaching Out In Management* by William H. Given to read and discuss with him.

A discussion of such a book often leads the gifted salesman to see ways to grow further on the job—after he

"When a sales manager meets the challenge of selling intangibles to his men, he becomes a man of great stature."

has reached a level of top competence.

7. Do nice things for the salesmen.

A note of congratulations to the salesman who develops a successful promotion pays excellent dividends . . . it's something he can take home to show the family; a corsage to the salesman's wife on the day he receives a pay raise; a telephone call to the salesman's home when there is illness in the family—such are certainly constructive actions. They are thoughtful, considerate, and on the positive side of the ledger.

They bespeak the friend whom William Penn, the great Quaker, defined as: "A true friend unbosoms freely, advises justly, assists readily, adventures boldly, takes all patiently, defends courageously, and continues a friend unchangeably." His definition applies to the sales manager in the role of constructive critic.

During World War II an American Air Corps captain married in London where he was stationed. At the end of the war, before returning to the states, the captain took his five-year-old son, Charles, to see one of the great English cathedrals. The little boy showed great interest in the stained glass windows. He noticed the saints in translucent yellow against background colors of deep blues, greens, and other opaque colors.

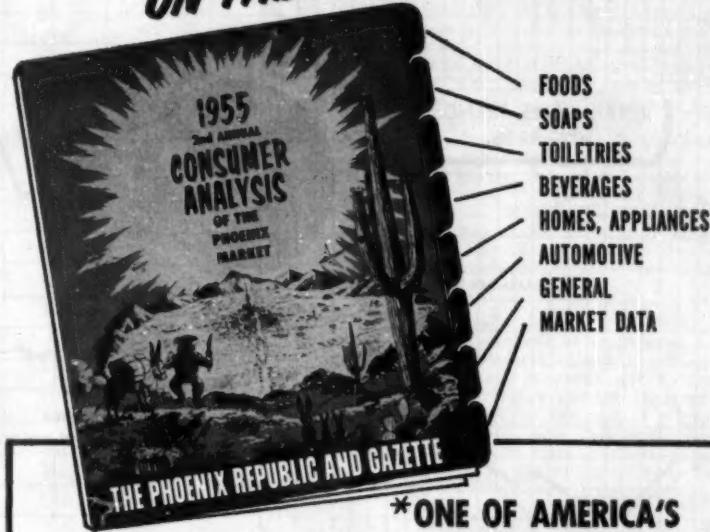
After his return to the United States, the little boy's grandmother questioned him about what he had seen in England. When he mentioned the saints in the stained glass windows, she said to him, "Tell me, Charley, what is a saint?"

"Why, Gramma, a saint lets the light through!"

When a sales manager does his job of leadership, "he lets the light through." For one of his chief responsibilities is the deepening of insight among those he leads and serves.

To put the idea another way, the constructive-minded sales manager has the constant challenge of selling to his men specifics as well as those intangibles which Walt Whitman had in mind when he wrote, "There's more to a man than is found between his hat and his boots." **The End**

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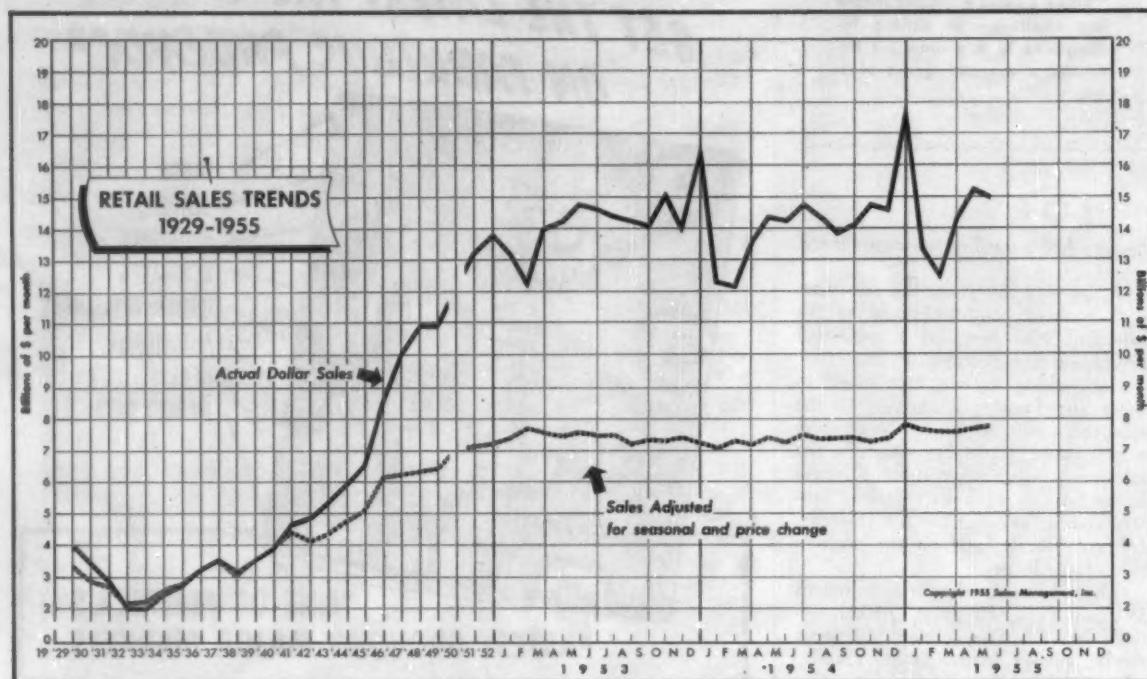
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May Retail Sales: Up 5% Again

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

Retail sales in May 1955 will probably total \$15.0 billion, as plotted on chart above, representing a gain of 5% over April 1954. Thus, for the past six months, sales have consistently scored better than 5% more than the level reached in the preceding

year. The widespread character of these gains is indicated in the retail sales official box score below for the first quarter of 1955. Total sales in this quarter ran 5% ahead of 1954, with all components sharing in the gain. The major share of the increase

went to automotive outlets (21% gain over 1954), followed by gasoline (+9.5%), but general merchandise, apparel and furniture and appliances are also running more than 5% ahead of last year.

Auto sales in the first quarter were

Retail Sales Box Score

	3-month totals			March		
	1955 \$ Millions	1954 \$ Millions	% Change	1955 \$ Millions	1954 \$ Millions	% Change
Food	10,186	9,809	+ 3.8	3,535	3,340	+ 5.8
Eating and Drinking Places	2,980	2,954	+ 0.9	1,017	1,004	+ 1.3
General Merchandise	3,847	3,639	+ 5.7	1,432	1,330	+ 7.7
Apparel	2,115	1,997	+ 5.9	820	715	+ 14.7
Furniture and Appliances	2,150	2,013	+ 6.8	770	690	+ 11.6
Lumber, Building, Hardware	2,687	2,660	+ 1.0	1,045	1,006	+ 3.9
Automotive	8,649	7,149	+21.0	3,297	2,771	+ 19.0
Gasoline Service Stations	2,765	2,526	+ 9.5	943	870	+ 8.4
Drug and Proprietary	1,223	1,202	+ 1.8	409	401	+ 2.0
*Total Sales	40,674	37,945	+ 7.2	14,633	13,539	+ 8.1

* Includes data for kinds of business not shown in above nine categories.

so high that fears were expressed that possibly the seasonal peak in auto sales, normally falling in the second quarter, had been moved up by the early introduction of 1955 models. Sales in April, however, indicate no significant slackening in the furious pace set in the first quarter. It must be noted, however, that auto dealers and manufacturers are stepping up their use of promotional aids for spring and summer sales. Thus Ford is offering a factory delivery program at a savings large enough to pay for a trip to Detroit and a vacation too. Others stress convertibles and hard top models geared for summertime travel. The emphasis on vivid color combinations also is presumed to have a greater impact in spring and summer.

1955: Greatest Year

It now looks as if second quarter auto sales will attain such unprecedented heights that even if a third quarter lull develops according to expectations, the momentum generated in the first half will be sufficient to make 1955 the greatest automotive year in history.

Aside from autos, consumer spending in general is at record-breaking heights. This is true for appliances and all kinds of consumer durables, despite the fact that the current ownership is already above what would be considered "saturation" levels. Thus over three-quarters of all American families now own electric toasters, television sets, washing machines, electric clocks, electric irons, refrigerators and radios, with no appreciable dampening effect on sales. Replacement rates are high, not because of true obsolescence, but because with income rising, consumers can be sold on new models, perhaps more readily because of ownership in the past. At any rate the approach to saturation levels of ownership does not appear to set limits to consumption in a period of expansion.

One noteworthy feature of the retailing boom is the fact that prices are not rising despite high consumer demand, and competition remains keen. Westinghouse has openly stated that appliance prices will decline before the year ends. The war between discount houses and department stores continues, with an interesting victory for the latter scored in St. Louis recently. As a result of a nine-month price war led by department stores in that city, several discount houses have thrown in the towel and gone out of business. The question still remains, however, whether high overhead costs

will permit department stores to operate at the low unit-profit margin available to discount houses.

Among the states reporting better-than-average performance for this May as opposed to last May are:

Alabama	Florida
Arizona	Kansas
Colorado	Virginia

The leading cities, those with a City-National Index well above average are:

Santa Ana, Cal.	125.4
Fort Lauderdale, Fla.	124.2
Orlando, Fla.	120.2
Ventura, Cal.	119.5
Colorado Springs, Colo.	119.1
Lubbock, Tex.	118.7
Tucson, Ariz.	113.7
Greensboro, N. C.	113.4
Miami, Fla.	112.0
Hempstead Township, N. Y.	111.9
St. Petersburg, Fla.	111.5
Eugene, Ore.	111.1
Greenville, S. C.	110.9
Norfolk, Va.	110.1
Wichita, Kan.	109.8
Lake Charles, La.	109.2
Elizabeth, N. J.	109.1
Portland, Ore.	108.9
Albany, Ga.	108.8
Lafayette, Ind.	108.8
Amarillo, Tex.	108.6
Pueblo, Colo.	108.3

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given
the first being "City Index, 1955 vs 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941,

the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST

(S.M. Forecast for May, 1955)

City	City	Nat'l.	City		
			Index	Index	Index
1955	1955	1955	vs.	vs.	May
1954	1954	1954			1955

United States

412.4 105.0 100.0 14959.00

Alabama

★ Birmingham	454.6	107.2	102.1	40.05
★ Gadsden	523.3	107.2	102.1	5.76
★ Mobile	576.9	105.0	100.0	15.63
★ Montgomery	466.1	111.2	105.9	12.68

You Always Get More In Middletown

Middletown's place as a highly responsive sales market is well-established by its twenty-one year record of consistent gains.

The greater Middletown market (Middlesex County) offers one of the best sales opportunities in the state and in the nation.

Buying income reached a new high of \$124,664,000—a gain of \$2,197,000 over 1953.

Retail sales of \$88,612,000 were 24% above average and the market is closely knit for easy cultivation.

THAT'S WHY . . .

"You Always Get More In Middletown"

No combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

THE MIDDLETOWN PRESS



If You Know Your Groceries —

You know that THE DAY's national grocery lineage was fifth highest in Connecticut in 1954.*

Reason? New London is the isolated marketing hub of southeastern Connecticut, where food sales soared to nearly \$18 million according to Sales Management's 1954 Survey. Cover 93% of this 61,500 ABC City Zone through its one-and-only local daily.

* Source: Media Records 12
Connecticut Market Study

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for May, 1955)

City	City	Nat'l.	\$		
			Index	1955	1955
1955	1955	1955	vs.	vs.	May
1939	1954	1954			1955

Arizona

	Total	Per Family	% above U.S. avg.
Income	\$188,120,000	\$8005	52%
Retail Sales	\$117,702,000	\$5009	40%

Arkansas

	Total	Per Family	% above U.S. avg.
Income	\$188,120,000	\$8005	52%
Retail Sales	\$117,702,000	\$5009	40%

California

Bakersfield	394.9	101.7	96.9	12.12
★ Berkeley	378.4	107.6	102.5	11.43
★ Fresno	456.6	106.8	101.7	21.41
★ Long Beach	566.3	106.7	101.6	42.75
★ Los Angeles	429.1	107.0	101.9	295.60
★ Oakland	385.1	105.5	100.5	61.31
★ Pasadena	541.7	112.6	107.2	26.33
★ Riverside	577.7	106.1	101.0	8.84
Sacramento	408.0	104.2	99.2	28.39
★ San Bernardino	616.7	110.6	105.3	14.68
★ San Diego	629.7	111.6	106.3	52.95
San Francisco	318.4	103.4	98.5	107.47
★ San Jose	509.7	111.6	106.3	20.75
★ Santa Ana	871.2	131.7	125.4	14.72
★ Santa Barbara	398.1	106.4	101.3	8.16
Stockton	430.4	103.4	98.5	14.67
★ Ventura	617.1	125.5	119.5	5.99

Colorado

★ Colorado Springs	484.8	125.1	119.1	8.97
★ Denver	412.0	110.4	105.1	64.52
★ Pueblo	424.1	113.7	108.3	8.48

Connecticut

Bridgeport	342.0	100.1	95.3	22.16
Hartford	321.6	104.1	99.1	30.74
Meriden				
Wallingford	332.1	96.8	92.2	6.24
Middletown	365.7	97.5	92.9	3.84
New Haven	291.0	102.8	97.9	22.35
New London	308.9	103.8	98.9	5.16
Stamford	424.2	120.7	117.8	10.10
Waterbury	319.8	103.2	98.3	12.28

STAMFORD, CONN.

THE NO. 1 FAMILY INCOME MARKET

in the nation's richest metropolitan area is also tops for all Connecticut cities over 50,000 population.

	Total	Per Family	% above U.S. avg.
Income	\$188,120,000	\$8005	52%
Retail Sales	\$117,702,000	\$5009	40%

To sell the nation's No. 1 family income market in the nation's best selling area you must use the Advocate.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

How Important Is

NORWALK, CONN.?

Norwalk, listed by Sales Management as a metropolitan area, is the big shopping center for 102,000 people.

With a family income of \$7,869 for the entire area compared to \$6,786 for the state and \$5,274 for the nation, it is easy to understand why the quality index figure is 30% above average.

THE NORWALK HOUR, with dominating circulation in this well above-average market, brings more sales and bigger profits for you. Daily circulation is 15,837—96% of the city zone homes and 57% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST

(S.M. Forecast for May, 1955)

City			
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	May
1939	1954	1954	1955

RETAIL SALES FORECAST

(S.M. Forecast for May, 1955)

City			
City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	May
1939	1954	1954	1955

Delaware

★ Wilmington ... 386.8 105.7 100.7 22.12

District of Columbia

★ Washington ... 350.4 107.7 102.6 124.22

Florida

★ Fort Lauderdale	903.2	130.4	124.2	12.54
★ Jacksonville	531.5	113.9	108.5	34.60
★ Miami	692.9	117.6	112.0	62.92
★ Orlando	625.5	126.2	120.2	14.45
Pensacola	471.6	98.7	94.0	7.03
★ St. Petersburg	625.9	117.1	111.5	17.96
★ Tampa	638.0	110.6	105.3	25.90

Georgia

★ Albany	597.6	114.2	108.8	5.14
★ Atlanta	431.5	106.6	101.5	65.41
★ Augusta	526.2	109.2	104.0	11.63
★ Columbus	518.4	109.0	103.8	10.83
★ Macon	435.9	112.0	106.7	9.68
Savannah	435.5	104.5	99.5	13.18

Hawaii

Honolulu ... 401.1 104.3 99.3 28.23

Idaho

★ Boise ... 375.6 107.4 102.3 7.32

Illinois

Bloomington	343.9	97.3	92.7	5.98
Champaign-Urbana	371.3	99.4	94.7	8.13
Chicago	330.3	102.8	97.9	440.31
Danville	364.5	102.1	97.2	6.01
Decatur	370.4	101.9	97.0	10.44
East St. Louis	407.5	100.7	95.9	9.50
Moline-Rock Island-E. Moline	374.7	103.5	98.6	12.33
Peoria	306.9	101.0	96.2	16.51
Rockford	434.6	104.2	99.2	16.78
Springfield	370.1	103.8	98.9	13.36

Indiana

Evansville	383.9	98.9	94.2	15.28
★ Fort Wayne	432.4	108.7	103.5	21.40
Gary	435.2	103.0	98.1	16.58
Indianapolis	399.5	102.5	97.6	66.32
★ Lafayette	426.8	114.2	108.8	6.83
Muncie	363.3	103.3	98.4	7.52
South Bend	433.6	98.8	94.1	18.30
Terre Haute	320.7	98.8	94.1	9.52

Iowa

★ Cedar Rapids	426.4	105.7	100.7	12.41
★ Davenport	376.9	108.0	102.9	11.38
★ Des Moines	384.3	105.7	100.7	27.82
Dubuque	371.2	100.4	95.6	6.39
Sioux City	309.5	97.1	92.5	10.71
Waterloo	366.0	104.2	99.2	9.15

Kansas

★ Hutchinson	409.7	108.3	103.1	5.86
★ Kansas City	446.8	105.4	100.4	13.81
★ Topeka	456.9	112.1	106.8	12.70
★ Wichita	688.8	115.3	109.8	32.24

Kentucky

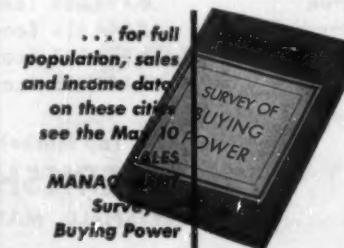
★ Lexington	383.5	105.2	100.2	11.16
Louisville	414.1	104.1	99.1	47.75
Paducah	445.0	92.5	88.1	5.74

Louisiana

★ Baton Rouge	548.6	106.2	101.1	13.44
★ Lake Charles	642.9	114.7	109.2	6.30
Monroe-West Monroe	450.0	102.9	98.0	7.56
New Orleans	421.3	105.9	100.9	58.23
★ Shreveport	436.7	107.1	102.0	18.08

Maine

Bangor ... 322.9 104.6 99.6 5.78



SALISBURY

North Carolina

- Center of Industrial Carolina.

- Major Consumer Market, served by one, and ONLY ONE NEWSPAPER . . . The Salisbury POST . . . at ONE LOW COST.

- Generous merchandising support.



Salisbury, North Carolina

BIDDEFORD-SACO

York County's Most Dependable Market

is a highly industrialized market of 32,400 population. Steady employment—high wages and a good standard of living characterize this busy area.

62% of the families are in the two middle income groups and account for 64% of the total income.

The Biddeford Journal, read in 95% of the homes, gives you more sales—greater profits for every advertising dollar invested. It's your best family buy in Maine.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

Taunton, Mass.

Bristol County's Top Market!

Where family income is the highest of the three largest markets in the county.

Where stability of employment in the many diversified industries provides year 'round purchasing power.

Where sales of the major commodities such as food, furniture—household—radio and drugs far exceed the national average.

Where the Gazette, reaching more than 90% of all families, is part of the everyday buying decisions of these above-average income families.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for May, 1955)

City	City	Nat'l.	City		
			Index	Index	1955
				\$	
1955	1955	1955	vs.	vs.	May
1939	1954	1954			1955

RETAIL SALES FORECAST (S.M. Forecast for May, 1955)

City	City	Nat'l.	City		
			Index	Index	1955
				\$	
1955	1955	1955	vs.	vs.	May
1939	1954	1954			1955

Maine (cont.)

★ Lewiston-Auburn	330.8	106.4	101.3	7.41
★ Portland	313.9	106.4	103.2	12.68

Maryland

★ Baltimore	349.0	107.3	102.2	116.73
Cumberland	249.5	103.5	98.6	4.69
★ Hagerstown	347.3	105.3	100.3	5.21

Massachusetts

★ Boston	276.3	107.8	102.7	119.24
★ Brockton	294.9	106.5	101.4	8.02
Fall River	303.7	102.2	97.3	10.81
Holyoke	340.4	103.2	98.3	6.57
★ Lawrence	319.4	110.4	105.1	10.06
★ Lowell	357.4	105.8	100.8	9.72
★ Lynn	300.5	108.7	103.5	10.97
★ New Bedford	316.7	105.0	100.0	11.37
Pittsfield	294.9	99.0	94.3	6.31

Massachusetts (cont.)

★ Salem	348.1	107.0	101.9	6.06
★ Springfield	307.5	105.2	100.2	22.66
Worcester	280.0	99.4	94.7	22.88

Michigan

Battle Creek	401.4	101.6	96.8	8.63
Bay City	360.7	99.5	94.8	6.89
Detroit	397.8	99.6	94.9	233.01
★ Flint	487.3	113.1	107.7	30.80
★ Grand Rapids	404.5	106.9	101.8	28.76
★ Jackson	386.2	107.5	102.4	9.50
★ Kalamazoo	372.2	105.8	100.8	11.80
Lansing	391.5	96.2	91.6	16.05
Muskegon	387.9	99.6	94.9	8.03
★ Pontiac	521.2	107.5	102.4	14.28
Port Huron	378.8	101.4	96.6	5.91
★ Royal Oak	682.2	107.9	102.8	13.03
Ferndale	410.8	104.4	99.4	12.98
Saginaw	410.8	104.4	99.4	12.98

"...the relative independence of PITTSFIELD, MASSACHUSETTS as a marketing center...because you have a responsive well-heeled audience." (from a letter in our files)

1954 LOCAL LINEAGE as published in Editor and Publisher, March 19, 1955

FIRST IN MASSACHUSETTS*—Compare!

10,374,994 LINES — BERKSHIRE EAGLE

6,665,300	Holyoke	9,063,117	Fall River
3,315,382	Hyannis	6,044,710	Fitchburg
7,114,072	New Bedford	3,999,548	Framingham
4,880,960	North Adams	3,807,076	Gardner
3,072,984	North Attleboro	5,596,164	Greenfield
7,822,010	Salem	7,714,339 (combination)	Worcester
8,699,110 (combination)	Springfield	5,548,322	Boston American
3,908,299	Taunton	8,494,859 (combination)	" Globe
3,737,034	Waltham	12,544,616 (combination)	" Traveler
3,215,926	Beverly	6,782,177 (combination)	" Herald
6,981,254	Brockton	5,045,495 (combination)	" Post

*Not sold in combination.

National Representatives
Julius Mathews Special Agency

Here Is A Top Market Covered 100% By
THE BERKSHIRE EAGLE
PITTSFIELD, MASSACHUSETTS



REACHES 62,000 NORTH JERSEY FAMILIES

Passaic-Clifton, N. J., ranks 72nd in the nation in effective buying income . . . with more than \$171,457,000 in retail sales, according to Sales Management.

You can effectively reach the more than 62,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.

18 East 41st Street, New York 17—Murray Hill 5-0131



Rome, N. Y., Families Have 11% More to Spend

With a family income of \$5,776 compared to Utica's \$5,184, Rome offers you an 11% better selling opportunity.

Family retail sales averaged \$4,189 — \$319 above the county — \$248 above the state and \$618 above the national average.

When you plan to advertise in Oneida County just be sure you select the market where the families have the most to spend.

The only newspaper that provides complete coverage of this great family market is the . . .

ROME DAILY SENTINEL Rome, N. Y.

Over 17,000 circulation —

All advertising handled direct—
W. S. DeHomer, Adv. Dir.

Altoona, Pa. is a good TEST MARKET ... as many important factors PROVE!

- It's well isolated from other cities.
- It has typical distributive outlets.
- Its citizens have average incomes.
- It has a splendid mixture of industry and farming.
- It has excellent year-round stability and a good record as a test city.
- Also, the Altoona Mirror is a cooperative evening newspaper. It completely blankets the market.

ALTOONA'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER
Advertising Manager

Altoona Mirror.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for May, 1955)

City	City	Nat'l.	City		
			Index	Index	Index
1955	1955	1955	1955	1954	1954
Y.	Y.	Y.	May	May	May

New Jersey (Cont.)

Passaic-Clifton . . .	362.7	104.8	99.8	15.69
★ Paterson . . .	374.3	112.6	107.2	22.68
Trenton . . .	342.0	104.2	99.2	19.70

New Mexico

★ Albuquerque . . .	776.6	107.3	102.2	15.92
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New York

★ Albany . . .	328.5	105.5	100.5	21.91
Binghamton . . .	320.1	102.3	97.4	11.97
Buffalo . . .	326.7	99.4	94.7	71.97
★ Elmira . . .	363.3	106.9	101.8	8.61
★ Hempstead				
Township . . .	615.1	117.5	111.9	64.03
Jamestown . . .	349.7	102.6	97.7	6.47
New York . . .	312.7	104.2	99.2	878.74
Niagara Falls . . .	354.5	101.5	96.7	11.06
★ Poughkeepsie . . .	345.5	108.3	103.1	5.43
Rochester . . .	303.3	103.5	98.6	45.37
★ Rome . . .	421.0	105.2	100.2	4.42
Schenectady . . .	336.3	98.0	93.3	13.25
Syracuse . . .	320.5	98.4	93.7	29.87
Troy . . .	325.0	103.0	98.1	9.75
Utica . . .	323.9	102.9	98.0	12.89

North Carolina

★ Asheville . . .	381.1	107.1	102.0	8.65
★ Charlotte . . .	467.1	106.4	101.3	19.57
Durham . . .	375.3	94.6	90.1	8.22
★ Greensboro . . .	711.8	119.1	113.4	17.51
★ High Point . . .	429.8	110.6	105.3	4.90
Raleigh . . .	423.2	101.0	96.2	9.48
Salisbury . . .	327.6	103.8	98.9	3.21
★ Wilmington . . .	438.0	106.6	101.5	5.65
★ Winston-Salem . . .	418.7	108.7	103.5	18.76

North Dakota

★ Fargo . . .	372.2	107.7	102.6	6.70
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Ohio

Akron . . .	358.5	100.7	95.9	34.24
Canton . . .	341.2	101.6	96.8	15.73
Cincinnati . . .	330.1	99.8	95.0	66.94
Cleveland . . .	331.4	98.0	93.3	122.58
★ Columbus . . .	380.9	107.0	101.9	53.37
Dayton . . .	416.2	104.0	99.0	39.00
★ Elyria . . .	509.0	108.5	103.3	5.45
Hamilton . . .	488.6	101.2	96.4	8.60
Lima . . .	382.9	98.6	93.9	7.39
★ Lorain . . .	522.1	111.7	106.4	7.57
Mansfield . . .	382.5	102.5	97.6	7.23
★ Middletown . . .	478.6	106.8	101.7	6.03
Portsmouth . . .	376.7	95.6	91.0	6.14
Springfield . . .	343.3	99.1	94.4	9.27
Steubenville . . .	272.5	103.3	98.4	5.56
Toledo . . .	361.6	102.3	97.4	41.87
★ Warren . . .	437.2	105.7	103.7	8.35
Youngstown . . .	311.4	99.0	94.3	21.86
Zanesville . . .	289.3	99.0	94.3	4.89

SALES MANAGEMENT

**GREATER SALES
AT
LESS COST
IN
LITTLE FALLS**

30,000 people—regular readers of the Times and regular shoppers in Little Falls can be sold more thoroughly and at less cost through the pages of this newspaper.

Your advertising goes to work in the homes where the selling takes place.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.



De Lisser, Inc., national representatives
Rolland L. Adams, President

MAY 1, 1955

HIGH SPOT CITIES

Oklahoma

★ Bartlesville	430.6	107.8	102.7	3.10
Muskogee	299.1	100.8	96.0	3.41
★ Oklahoma City	435.9	108.7	103.5	35.22
Tulsa	506.9	103.7	98.8	30.26

Oregon

★ Eugene	627.0	116.7	111.1	9.97
★ Portland	421.5	114.3	108.9	68.12
Salem	441.9	101.0	96.2	7.91

Pennsylvania

★ Allentown	347.9	106.6	101.5	14.89
Altoona	266.7	98.1	93.4	7.52
Bethlehem	361.8	101.3	96.5	6.91
Chester	404.3	102.8	97.9	9.34
Eric	413.6	101.1	96.3	17.58
Harrisburg	336.6	98.9	94.2	14.91
Hazleton	274.7	97.4	92.8	4.01
Johnstown	272.2	96.4	91.8	8.60
Lancaster	300.6	102.7	97.8	9.44
★ Norristown	367.8	105.7	100.7	5.48
Oil City	284.9	101.6	96.8	2.45
Philadelphia	345.1	104.5	99.5	232.79
★ Pittsburgh	345.9	110.4	105.1	102.65
★ Reading	326.8	105.5	100.5	15.75
Scranton	254.7	100.0	95.2	12.61
Wilkes-Barre	284.7	99.9	95.1	10.39
Williamsport	325.0	94.9	90.4	5.85
York	313.7	96.4	91.8	8.25

Rhode Island

★ Newport	358.8	110.6	105.3	4.09
Providence	281.6	105.3	100.3	32.67
Woonsocket	296.5	101.5	96.7	5.04

South Carolina

★ Charleston	393.0	105.7	100.7	10.06
Columbia	442.8	98.7	94.0	12.93
★ Greenville	506.1	116.4	110.9	11.64
Spartanburg	436.6	97.0	92.4	7.16



NEWPORT

RHODE ISLAND

Highest family income of all cities in the state—

Highest family income of all counties in the state—plus
U. S. Naval expenditures of
\$64,000,000 a year make this a
must market for that big sales
job ahead.

You can sell this high income
market through Newport County's
only daily.

The Newport Daily News

Rep. by Julius Mathews Special
Agency, Inc.

**\$15,411,000
Retail Food Sales
in
NORRISTOWN, PA.
and Naturally
Big Food Advertising
in Norristown, Pa.**

**4 GREAT
CHAINS
BOUGHT** { 558,000 lines
DURING 1954

**15 LOCAL
INDEPENDENT
GROCERS
BOUGHT** { 520,520 lines
DURING 1954

**GENERAL
ADVERTISING
LINAGE** { 123,523 lines
DURING 1954

**Total Food Linage in
1954—1,202,043 Lines**

**Times Herald •
NORRISTOWN, Pa.**

Represented by
The Julius Mathews Special Agency

**The Opportunity
Is Here**

To test your food brand
in heavy-buying Woonsocket, where
the average family spends a thumping
22% more per year on food
than the average U. S. family!
(S.M. '54 Survey) CALL coverage
alone delivers 98% of the city's
homes, plus surrounding trading
areas which complete Woonsocket's
100,000-plus market. For result-full
brand promotions, pre-sell your
product now, through this city's
one-and-only local daily, the —

WOONSOCKET

CALL

Representative: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS MARKET**

To Building Industry Sales Managers Only—

We have developed a unique large scale promotion producing thousands of prospects planning to build homes. Firms adopting our plan should have a major stake in the residential market and a high unit of sale. Two leading national organizations will verify success of the plan from recent experience. For all details address:

Home Planners, Inc.
35 Hanover Road
Pleasant Ridge, Michigan

FOR THOSE WHO CARE... WHAT SALES COST

John T. Everett & Co. is an unique organization of manufacturers representatives with 12 field men, three offices and the most modern reporting methods. We cover the South from Virginia to Texas in the hardware field. Write for information.

JOHN T. EVERETT & CO.
35 South Cooper P.O. Box 8047
Memphis 4, Tenn.

KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS

PROMOTIONAL PENS

Ring Pen Ball Pen Ball

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

DOVAL SALES COMPANY
Dept. SM, 155 W. 23rd Street, New York 12, N. Y.

Case Histories
on products in use

Photographic and reporting assignments covered throughout North and South America for advertising, editorial or research purposes

SICKLES Photo-Reporting SERVICE
38 PARK PLACE • NEWARK 2, NEW JERSEY

SALES DEVELOPMENT

Sales-conscious, creative producer would be valuable adjunct to energetic sales management. Offers wealth of background in advertising, merchandising and sales promotion. National and regional manufacturer, jobber and retail experience. Will relocate anywhere. Send your request for complete resume.

BOX 3116

RETAIL SALES FORECAST

(S.M. Forecast for May, 1955)

City	City	Nat'l.	\$			
			Index	Index	Index	1955
1955	1955	1955	(Million)		May	
vs.	vs.	vs.	1955	1954	1954	1955
1939	1954	1954				
Aberdeen	454.2	104.7	99.7	3.77		
Sioux Falls	362.4	96.7	92.1	7.43		

South Dakota

Aberdeen	454.2	104.7	99.7	3.77
Sioux Falls	362.4	96.7	92.1	7.43

Tennessee

Chattanooga	428.9	104.6	99.6	21.10
★ Knoxville	425.6	106.8	101.7	19.75
★ Memphis	438.8	106.4	101.5	52.31
★ Nashville	417.9	106.5	101.4	29.59

Texas

★ Abilene	666.1	111.6	106.3	8.26
★ Amarillo	612.9	114.0	108.6	14.22
★ Austin	499.4	112.4	107.0	17.58
★ Beaumont	460.5	96.2	91.6	12.25
★ Corpus Christi	675.3	111.3	106.0	18.92
★ Dallas	530.1	110.5	105.2	80.63
★ El Paso	556.4	106.8	101.7	19.14
★ Fort Worth	634.2	110.6	105.3	51.88
★ Galveston	422.0	102.3	97.4	9.20
★ Houston	528.9	106.8	101.7	90.29
★ Laredo	504.8	97.5	92.9	4.19
★ Lubbock	577.4	124.6	118.7	16.32
★ Port Arthur	442.4	108.7	103.5	7.83
★ San Angelo	492.5	110.6	105.3	6.55
★ San Antonio	556.3	113.1	107.7	50.40
★ Texarkana	484.1	98.9	94.2	6.39
★ Tyler	464.6	113.2	107.8	6.69
★ Waco	582.0	106.6	101.5	12.63
★ Wichita Falls	468.1	109.1	103.9	9.69

Utah

Odgen	464.5	101.3	96.5	7.99
★ Salt Lake City	397.0	110.9	105.6	26.48

Vermont

Burlington	332.2	98.5	93.8	4.95
Rutland	280.2	100.4	95.6	2.83

Virginia

★ Danville	510.3	108.4	103.2	6.94
★ Lynchburg	354.0	105.2	100.2	6.62
★ Newport News	560.2	109.8	104.6	9.30
★ Norfolk	542.5	115.6	110.1	30.38
★ Portsmouth	565.5	109.2	104.0	8.20
★ Richmond	375.4	107.3	102.2	35.78
★ Roanoke	410.0	104.6	99.6	13.08

Washington

Bellingham	421.5	101.0	95.2	5.69
★ Everett	469.4	111.5	106.2	7.37
★ Seattle	399.2	109.3	104.1	73.26
★ Spokane	403.1	108.4	103.2	23.26
★ Tacoma	395.7	107.7	102.6	19.19
★ Yakima	417.9	107.6	102.5	8.40

West Virginia

Charleston	350.9	95.4	90.9	13.51
Huntington	360.0	100.1	95.3	9.90
Wheeling	276.9	97.8	93.1	7.78

Wisconsin

★ Appleton	383.0	105.2	100.2	5.40
Green Bay	319.8	99.2	94.5	7.42
Kenosha	411.9	99.1	94.4	6.92
La Crosse	383.2	103.6	98.7	6.63
★ Madison	345.1	108.5	103.3	13.46
Milwaukee	331.0	100.8	96.8	83.93
Oshkosh	338.2	102.8	97.9	5.85
Racine	392.8	102.0	97.1	9.31
Sheboygan	325.6	96.1	91.5	5.21
Superior	266.7	99.1	94.4	3.44

Wyoming

Casper	504.9	100.7	95.9	5.15
Cheyenne	424.0	104.9	99.9	5.13

Canada

Canada	359.5	103.0	100.0	1099.60

Alberta

Calgary	327.6	92.3	89.6	15.10
Edmonton	473.3	102.2	99.2	20.16

British Columbia

Vancouver	375.7	101.4	98.4	48.50
Victoria	283.7	101.5	98.5	9.28

Manitoba

Winnipeg	252.5	100.7	97.8	30.69

New Brunswick

Saint John	243.2	95.7	92.9	5.35

Nova Scotia

Halifax	232.5	101.7	98.7	10.58

Ontario

Hamilton	267.3	96.6	93.8	20.69
London	347.4	93.0	90.3	12.33
★ Ottawa	309.0	107.8	104.7	22.37
★ Toronto	325.2	109.5	106.3	115.61
Windsor	227.9	88.8	85.2	10.87

Quebec

★ Montreal	313.9	103.0	100.0	110.09
★ Quebec	313.1	103.7	100.7	17.60

Saskatchewan

Regina	308.2	94.5	91.7	10.39

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WOULD YOU LIKE TO BE PAID WHAT YOU ARE WORTH?

If you can sell a sales program to top executives you will be interested in this opportunity. Present men are making from \$15,000 to \$25,000 in commissions. This program is used by over 10,300 organizations, among them the very largest in the world.

**Robert Palmer
Corporation**

Seven South Dearborn
Chicago 3, Ill.

THE SCRATCH PAD

By T. Harry Thompson



In addition to the good-neighbor policy, we may soon have a good-labor policy in the proposed merger of the AFL and the CIO.

Suggested sign-off for a rum commercial: "Don Q., Don Q. very much."

Foolish Versions Dep't: "Mr. Sandemann, bring me a sherry."

Who can fill me in on that old burlesque-routine: "Is dis da blace?" People on TV often refer to it, but I've forgotten how it goes.

Away back there, the column suggested this card for beauty-shop windows: "Come in and say *Halo!*" This may have inspired the current singing commercial: "Halo, Everybody, Halo." Maybe it's time for a slogan: "Halo runs *rings* around the rest."

As Lever Bros. know, the beach at Waikiki is also "sunshine surf."

A paragraph in *Time* talks about "toupee-crowned John Cameron Swayze." No longer *top secret!*

GENERAL ELECTRIC DIAMOND: The gem of a notion.

PALOMINO: A horse of another color.

The copywriter for Ruberoid Lok-Tabs . . . the new, windproof, asphalt shingles . . . came up with a good, workmanlike headline: "Soinething new in the wind." A follow-up could be: "Never gone with the wind."

Alan Passmore sends the menu of the 70th anniversary dinner of President Grant, given in Philadelphia on April 27, 1892. The good old days? I doubt that we could take it in this calorie-conscious era. Witness:

BLUE POINTS

Chateau Latour Blanche

CLEAR GREEN TURTLE SOUP

Amontillado 1878

BROOK TROUT, BURGUNDY SAUCE

CUCUMBERS *Marcobrunner*

SWEETBREADS WITH

FRESH MUSHROOMS

Chateau Leoville

ROAST SPRING LAMB, MINT SAUCE

NEW ASPARAGUS NEW POTATOES

MARASCHINO PUNCH

Champagne

TERRAPIN

ROAST ENGLISH SNIPE

Clos de Vougeot

LETTUCE SALAD

ICES CAKES COFFEE CIGARS

Cognac

A laboratory-curiosity only a few years ago, the *Journal of Commerce & Commercial* reminds us that the man-made, cellulose sponge is now a \$25-million-a-year business.

The Yankee Peddler

Various movies have kept alive the legend of The Yankee Peddler . . . that colorful character who left a legacy to all of us in sales and advertising. Let us briefly pay homage to the man and his methods.

With his horse-and-wagon, this itinerant salesman had to know his merchandise and his market. What did the early settlers need as homemakers? What could they afford to pay? What did they want to hear, besides the merits of his goods?

A century before radio, when even American newspapers were hard to come by in the hinterland, these people wanted news of other people. What was cooking in the big town, 80 or more miles away? What were the new laws that would find them and affect their lives?

Besides his pots and pans, his brushes and brooms, The Yankee Peddler's stock-in-trade was news. Not only headline-news, but news of what women were wearing . . . small talk and chit-chat that gave rise to the columning profession years later. The Yankee Peddler was first a bearer of tidings and next a seller of goods.

Today's salesmen can give his trade much besides wares, before opening his sample-case. Not just guff about golf, but general information affecting the prospect's or customer's business, including the doings of the competition.

Advertising agencies often call in representatives of the business press for their hard-core knowledge, before making recommendations to a new client. As with The Yankee Peddler, every good salesman's middle name is "Service."

Over 1 Million* New Cars

to be Bought in '55 by the Great American Weekly Family
...That's ENTHUSIASM



Think what that means to you in terms of mass purchasing power.

That many cars speak of bulging pocketbooks and a willingness to keep them open to satisfy *enthusiasms*.

For motoring is an *enthusiasm* of the Great American Weekly Family and the editors of the American Weekly feed this *enthusiasm* to the enjoyment of their readers and to the profit of their advertisers.

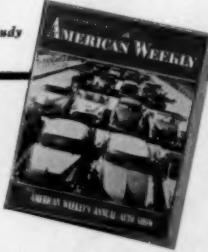
Every year the 9,800,000 American Weekly Families take a long look at their dream car in our Annual Auto Show Issue. And on other weeks their *enthusiasms* are whetted by exciting features on car-travel trips, while noted authors like J. C. Furnas tell them how to enjoy driving—safely.

Get your share of this huge, *enthusiastic* market—Get in the American Weekly.

*A FABULOUS MARKET PLACE

1. Three out of four of the 9,800,000 American Weekly Families own one or more cars.
2. Better than one out of every five cars—22.8%—to come from factories last year was bought by one of the 9,800,000 American Weekly Families.
3. The Great American Weekly Family has expressed its intention to buy 1,078,000 new units to be produced this year.

*Source: Daniel Starch Continuing Study of Consumer Magazine Audiences.



The AMERICAN WEEKLY

Beamed to the Enthusiasms of the American Family

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y. • ATLANTA • BOSTON • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO
ALBANY TIMES-UNION • BALTIMORE AMERICAN • BOSTON ADVERTISER • BUFFALO COURIER-EXPRESS • CHICAGO AMERICAN • CINCINNATI ENQUIRER
CLEVELAND PLAIN DEALER • CORPUS CHRISTI CALLER TIMES • DALLAS TIMES HERALD • DETROIT TIMES • HOUSTON CHRONICLE • HUNTINGTON, W. VA.,
HERALD-ADVERTISER • KNOXVILLE JOURNAL • LOS ANGELES EXAMINER • MIAMI HERALD • MILWAUKEE SENTINEL • NEW ORLEANS ITEM • NEW YORK JOURNAL-AMERICAN
PHILADELPHIA BULLETIN • PITTSBURGH SUN-TELEGRAPH • PORTLAND OREGONIAN • ST. LOUIS GLOBE-DEMOCRAT • ST. PAUL PIONEER PRESS • SAN ANTONIO LIGHT
SAN FRANCISCO EXAMINER • SEATTLE POST-INTELLIGENCER • SYRACUSE HERALD-AMERICAN • WASHINGTON POST & TIMES-HERALD • WICHITA BEACON

SIXTH ANNUAL CHICAGO TRIBUNE FORUM ON DISTRIBUTION AND ADVERTISING

AREA I

Tuesday, May 17, 1955—2:00 p. m.

"RESEARCHING THE MARKET, THE MESSAGE AND THE MEDIA"

This panel discussion will be conducted by the directors and officers of the Advertising Research Foundation, Inc. They will probe the many phases of research, delving into the latest methods, the current problems, and the future prospects as indicated by present trends. They will discuss such varied fields as audience sizes, market movement, and motivation.

AREA II

Wednesday, May 18, 1955—9:30 a. m.

"MARKETING TO MAINTAIN THE PACE OF THE LARGER AND FASTER AMERICAN LIFE"

This panel will weigh the potentials of the economy for 1956. It will look into the problems of pricing, margins, dealing, displays and getting distribution. It will attempt to find out what today's middle-millions are really like, what they really want, and how those wants will be served in today's and tomorrow's outlets.

AREA III

Wednesday, May 18, 1955—2:00 p. m.

"ADVERTISING TO COMMUNICATE BUYING IDEAS IN THE CHANGING MASS MARKET"

In this session, the panel will attempt to trace in detail the development of the central theme for a selling program, the personality of a product or a store, the art techniques, and semantics and other problems of better communication.

W-G-N AUDIENCE STUDIO

445 N. Michigan Ave., Chicago

AGAIN, for the sixth year, the Chicago Tribune on May 17 and 18 will be host to leaders of business and industry gathered to exchange ideas and develop better, more efficient ways to distribute, advertise and sell merchandise.

Each session will consist of a panel discussion sparked by questions asked by those in attendance. Panel members will be leaders in the fields of manufacturing, retailing, research and advertising. Panel moderators will be authorities in their fields of distribution.

Because of the limited seating capacity, admission will be by tickets which may be obtained by addressing the Chicago Tribune, Room 1333, Tribune Square, Chicago 11, Illinois.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER